

**PRACTICES AND CHALLENGES OF CORPORATE SOCIAL
RESPONSIBILITY (CSR) IN THE HOSPITALITY INDUSTRY:
THE CASE OF FIRST LEVEL HOTELS AND LODGES IN
GONDAR CITY, ETHIOPIA**



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TOURISM AND HERITAGE MANAGEMENT**

BY:

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JUNE, 2015

GONDAR, ETHIOPIA

UNIVERSITY OF GONDAR
COLLEGE OF BUSINESS AND ECONOMICS
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POSTGRADUATE PROGRAM

This is to certify that the thesis prepared by Tesfaye Fentaw Nigatu entitled: “**Practices and Challenges of Corporate Social Responsibility (CSR) in the Hospitality industry: the Case of First Level Hotels and lodges in Gondar City, Ethiopia**” and submitted in partial fulfillment of the requirements for the Degree of Master of Art complies with the regulation of and meets the accepted standards with respect to originality and quality.

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Declaration

I, Tesfaye Fentaw, hereby declared to the Tourism Management Department, College of Business and Economics, University of Gondar that this thesis entitled “**Practices and Challenges of Corporate Social Responsibility (CSR) in the Hospitality industry: the Case of First Level Hotels and lodges in Gondar City, Ethiopia**” submitted by me for the award of degree of **Master** in Tourism and Heritage Management, is an original work carried out by me and all other sources are duly acknowledged and that it has not been submitted to any other University in part or full for any academic award or diploma or degree .

Name: Tesfaye Fentaw

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Date _____

This thesis has been submitted for examinations with my approval as a university advisor

Name: Fentaye Kassa (Assistant Professor)

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Date _____

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Abstract

Now a day, hospitality industry establishments especially hotels and lodges are the major component and come up with in the business area in corporate social responsibility (CSR) concept, the major concern of 21 century business enterprise. As a business sector this study investigates CSR understanding, motives, practices and identification of its challenge in the first level hotels and lodges in Gondar city. To investigate and identify the issues at hand a descriptive type of research was applied with a survey design. As far as the data collection instrument; close ended questionnaire and semi-structured interview methods were used to collect primary data. The reliability measure of the questionnaire items is .906 based on the Crobach's alpha coefficient measurement. Concerning to the sampling technique, a sample of 133 employees were involved from each ten hotels and lodge that were selected based on simple random sampling method with the judgment of one year and above service year. All the managers of the 10 first level hotels and lodges were contacted for interview.

The finding of the study revealed, the first level hotels and lodges in the Gondar city understood the concept of CSR as taking responsibility to the local community and sharing responsibility with the government and self initiation activities. Sustainability term was also used to define the concept of CSR. The motives were mostly related with supporting the needy and for their business development through employee's satisfaction, employees and customers loyalty, image building. Gender equality acceptance, the commitment to balance the private and professional life, the employees freedom to go freely in sick and maternity, water conservation, energy and waste management, customers related CSR activities and supporting the local community issues of culture, art and sport, and involve in and Cooperate community projects, infrastructure and other social affairs and employee from the local by giving priority were the highly practiced area while; reward and proper salary system, secure job and promotion of work, external environmental program, suppliers related CSR and financial, material donation and encouragement of employees to involve in community voluntary programs were less practiced issues to the stakeholders. The research identify the challenges of lack of awareness, lack of proper guideline and related governmental obstacles, lack of cooperation, time, finance, lack of technology and knowhow, costly nature of CSR and attitude of the owners are the major to practice CSR by the first level hotels and lodges in the city. Based on the finding of the study constructive recommendations including providing technologically advanced materials to the first level hotels and lodges, the government support the first level hotels and lodges in CSR practices, awareness creation practices established, experience sharing among the first level hotels and lodges, involve in employee related CSR practices especially in the practice of competitive salary and reward system, secure job adjustments for the long term, health and safety for the employee are forwarded.

Key terms: CSR, Sustainability, Stakeholders, Hospitality industry, first level hotel and lodge, Gondar

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Acronyms and Abbreviations

CSR - Corporate Social Responsibility

EA - Ethiopian Airline

FIFO - First In First Out

HACCP - Hazard Analysis Critical Control Point

ISO- International Standardization Organization

MIDROC - Mohammed International Development Research and Organization Companies

N.D= No Date

NGZCTD - North Gondar Zone Culture and Tourism Department

SD- Standard Deviation

SDB - Social Desirability Bias

SMEs- Small and Medium Enterprises

UNACC - United Nation African Chamber of Commerce

US- United States

ZTE - Zhong Xing Telecommunication Equipment

Chapter One

1. Introduction

1.1. Background of the Study

Globally tourism is a major economic sector and increase in alarming rate (World Tourism Organization report, 2013). According to United Nation World Tourism Organization (UNWTO) report of 2014 the number of international tourist's arrival reached in 1.14 billion. It implies that the world population reached 7 billion in 2011 and this stated that more than one every in seven people on the planet travel the world in 2012 sleeping at least for one night abroad. The sector grow by 3.7%, contributing over US\$ 7 trillion to global Gross Domestic Product (GDP) (US\$2.4 trillion directly) and it creates job for one in each 11 persons worldwide (277 million). This growth is only set to continue over a decade ahead, with the forecast of additional 74.5 million new jobs and a contribution of over US\$ 11 trillion to the global economy by 2015 and the forecast for international tourist arrivals is to reach 1.8 billion by 2030.

The total number of international tourists arriving in Ethiopia is steadily increasing, as a gateway to all international inbound, outbound and transit tourists/passengers. According to a report released in June 2014 by Fast Market Research, a distributor of market research and business information, as cited in Elias Kebede in 2014 states that the number of domestic trips within Ethiopia has reached 8.1 million people while international trips were merely more than 660 000 with the main source countries being China, the US, Nigeria and Sudan. The number showed a 12% increase from the previous year. The Ethiopian government gives a great attention to the development of tourism and established two organs, the Tourism Transformation Council and the Ethiopian Tourism Organization. The former provides leadership and set guidelines for the country's tourism marketing initiatives while the later serves as a secretariat for the former. The two new offices are tasked to transform the industry as the country aims to earn around US\$150 million in 2014/15 from the sector. In the same manner, the Ministry of Culture and Tourism has a vision to make Ethiopia one of the top five tourist destinations by 2020 (Elias Kebede, 2014). In this biggest industry, hospitality industry is an essential and dynamic component of the world's largest industry.

The hospitality industry is a multibillion-dollar industry, serving millions of people globally, and is expected to grow significantly within the next few years (Mattera and Melgarejo, 2012). The global hotel industry is formed by various types of lodging structures and accommodation services from luxury hotels to bed and breakfast operations, inns... These establishments may be owned and/or managed by independent operators, multinational chains, insurance companies, pension funds, governments and other investors. These enormous industry, tourism and hospitality and hotel has considerable impact on social, economic, and environmental conditions around every destination in the world, and enterprises in this sector had the potential to substantially contribute to sustainable development(International Labor Organization, 2010).

Historically Ethiopians are hospitable and now we are also hospitable and we practice welcoming the travelers since ancient time we open our doors to foreigners. The hospitality of Ethiopians starts at every Ethiopian home (Elias Kebede, 2014). The modern history of what is now known as the "Ethiopian hospitality industry" dates back to more than 100 years with the opening in 1895 of Taitu Hotel, the first hotel in Addis Ababa (previously Finfinee) by Empress Taitu, Located in the heart of the old city – Piassa (Elias Kebede, 2014). According to unofficial estimates from the Addis Ababa Hotel Owners Trade Sector Association (AHA), approximately one hotel joins the market every month and that number may rise up in the coming few years in Addis Ababa (Elias Kebede, 2014). The hotel industry has important impacts on social, economic and environmental aspects of life. This means that sustainable development and social issues have to represent a key strategy for the future of this economic sector (International Labor Organization, 2010; Patricia& Cristiana, n. d). As a result “Responsible tourism and CSR are not longer a luxury ... but a necessity in the global marketplace” Harms as cited in Menente, 2013 p.7). The concept of responsible tourism and sustainability push the hotel industry to be socially responsible concept and development. Thus, corporate social responsibility gains a considerable business strategy in the world.

Corporate Social Responsibility gained emphases from the emergence of the sustainability movement in the late 1980s and 1990s in tourism sector (Swarbrook, 1999). Terminologically many terms exist to describe the responsibilities of business towards its stakeholders. The most interchangeably used terms to express corporate social responsibility (CSR) are: corporate citizenship, corporate responsibility, corporate social responsiveness, corporate social performance, corporate stakeholder responsibility, corporate integrity, organizational

responsibility, responsible business practice and social responsibility. Corporate social responsibility is currently the best known term (Mathis, 2008; ISO26000, 2010; Justice, N.D; Visser, 2010). Thus, the researcher use the dominate term of CSR though out this research work.

According to Visser (2010) the concept of social responsibility applies to all size and shape of businesses. This notion is particularly important for the hotel industry, a sector highly dominated by small and medium sized enterprises.

Business for social responsibility “define the concept CSR as operating a business in a manner that meet or exceeds the ethical, legal, commercial and public expectations that society has of business... it is viewed as a comprehensive set of policies, practices and programs that are integrated throughout the business operations, decision making process that are supported and rewarded by the top management”. On the other hand it also CSR forum of Taiwan “define it as open and transparent business practice that are based on ethical values and respect for employees, communities and the environment”. CSR is a concept where by a company’s integrate social and environmental concern in their business operation and in their interaction with their stakeholders on a voluntarily basis (commission of the European communities, 2002). Being socially responsible means not only meet legal obligations to which no doubt every company has to meet, but go beyond this performance by investing on human capital, environment and caring relationships with agents of interest (green paper of UE, as cited in Varguez and et al in 2010). While the government provide a regulatory frame work governing issues such as environmental protection/ law, employment right, fair operating practices; however CSR goes beyond the compliance of these legislative issues and create a shared value in collaboration with all stakeholders. The concept is relatively new in the academic literature, it is first found in Bowen (1953) in his book “corporate responsibility of the businessman”, as cited by Efiog, 2013. But it has a long history implicitly. Now it is the concern of any business organization and the business issue of twenty- first century (Justice, N.D). One writer add in a “don’t tell me, show me” world, companies are expected to disclose information to the stakeholders on their social performance (Pedersen, 2006).

It addresses how the business organizations manage their economic, social and their environmental impact as well as their relationships in all spheres of influences: the workplace, the market place, the supply chain, the community (Kotler and Lee, 2005). Lorraine Sweeney, in 2009 in his research work found and conclude that CSR concept is

described and expressed through the dimensions of environmental, community, workplace and marketplace practices ...business only survive if they can show and be evaluated to show, a clear social responsibility in their continual treatment of their stakeholders ...social responsibility will just be part and parcel of normal business practice (Hopkins, 2007). Similarly Anderson also wrote in his book by saying: “Agree with it, disagree with it, like it, or dislike it, social responsibility and social responsiveness are here to stay and everyone must live with them....” (Anderson, 1989 p. 261)

When creating a tourism product, hotel companies should be environmentally sensitive, have a deeper sense for the community, respect their culture and diversity, be open for dialogue and bring decentralized decisions. At the same time, they should be open and ready for innovations in order to keep the position on the ever so challenging tourism market and to compete (Golja and Nižić, 2010).

Since the concept of CSR is new in business sector especially in the hotel industry (Kasim and Scarlat, 2007; Bohdanowicz and Zientara, 2008; Velentzas and Bron, 2010), it is not considered as a large company and lacked an extensive research works (Golja and Nižić, 2010). But it has a good position to practice corporate social responsibility whatever the sizes it has (Garay and Font, 2011). Studying hotel industry CSR practices and identification of its challenge is important in the development of its internal and external stakeholders as well as the silent stakeholder (environment, local community) (Simmons, as cited in Bunlueng, N.D).

According to Thompson and Smith, as cited in Kim (N.D), Compared to large corporations, corporate social responsibility in national small business, medium and higher corporation has been studied infrequently. However the recent literatures revealed that small and medium national enterprises have a considerable role for CSR practices and sustainable tourism development and environment (Horobin, Helen, Long, and Jonathan 1996; Inyang, 2013).

As indicated earlier the modern hotel industry in Ethiopia increased in an alarming rate. In Gondar city the history of modern sense of hotel industry emerged during the Italian occupation. The first hotels in Gondar city were Ethiopia hotel, Goha hotel, Fogera hotel, Terara hotel and Qwara hotel (Sewunet, 2013). Now a day the hotel increases in number in Gondar city. According to Gondar city administration culture tourism office there are 32 first, second and third level hotels.

1.2. Statement of the Problem

Now a day's tourism and hospitality organizations have a considerable interest in Corporate Social Responsibility. The major advantages of corporate social responsibility are its potentials to bring about sustainable development and contribute to poverty reduction in any given country (Efiong et al, 2013; Inoue and Lee, 2011). Engaging in CSR practices is important for any business organization to support the country's sustainable development or initiation to sustainable development and for the organization too. Especially in the hotel industry CSR is gaining ground; possibly because hotels are of manageable size, and committed hotels can achieve a lot, both in facilities development, development of environment awareness, community development program and marketing places effectiveness. Many writers (Inoue and Lee, 2011; Baltruschat, 2011; Argandona, 2010; Efiong et al, 2013; Garay and Font, 2011) indicated that hotel industry in the tourism industry is the best actor for the achievement of corporate social responsibility ideology in their business practice.

Some writers believed that "the only social responsibility of any business organization is profit maximization...this is the rule of the game in the business world" (Friedman, 1970. p.1). But the majority of the CSR experts believed that any business organization has the responsibility to consider the society and the environment they operate in (Mathis, 2008; Carroll, 1991; Mattera and Melgarejo, 2012; Inyang, 2013). Through effective CSR practices, organizations will achieve a balance between economic, environmental and social imperatives, address stakeholders expectations, demands, and influences, (justice, N.D). Here one important thing given, we live in the 21st century Friedman explain his idea in the 1970, thus the customers, employees, suppliers, local communities are not the 1970 peoples. The stakeholders are also expecting what they observe in this technology driven world. In the age of social media the customers, the employees, the community's access information and more democratized and empowered. "Today's consumer is not the consumer of the 1970s but is someone rather who expects more than just a product or service. He or she expects businesses to reinvest in the communities where they have earned a profit (Torres, 2014: p.1). Consumers expect businesses to behave as good corporate citizens, hire from within the community, provide living wages and prevent environmental damage. Any business operating today under Friedman's doctrine of profit maximization would be collapsed and

bankrupted; video recorded and shared and tagged on Face book, YouTube other Medias for laughing how they are unethical companies (Torres, 2014).

There is also a notion that CSR practices are applicable in the large multinational companies than small and medium national enterprises (SMEs) since they are a power to handle the practices of CSR. However, most of the writers and organization (Hopkins, 2007; ISO 26000,2010; Efiog et al ,2013; Argandona,2010; Garay & Font, 2011) agreed that not only the large multinational companies are the responsible to the wider communities but also the national small and medium enterprises are also have an ideal place to undertake CSR locally and more important than the larger companies. At the same time Huge and Waas, wrote that SMEs are typically more flexible in designing business solution, are often unconsciously already practice CSR, can use extra facilitation as compared to multinational companies. In support to this Tom Fox in 2005 wrote “from an individual street hawker (seller) to a complex multinational enterprise, every business entity has its stakeholders and its impacts on society, both positive and negative”... Thus for their impact they take some responsibility based on their limit and power. The world business council for sustainable development (WBCSD) also pointed out that the small and medium enterprises has an ideal place to work with the “doing business with poor” strategy

In order to achieve CSR practices in the business organization at least the organization consider the work force, community, environment and market oriented CSR practices for its stakeholders. These practices led for the overall development of the community and the business since business is not divorced from the rest of society; the two are interdependent and it must be ensured, through mutual understanding and responsible behavior, that business’s role in building a better future is recognized and encouraged by society (Anca and et al, 2011). Social responsibility has now become the art of every business, whether small and medium enterprises or large corporations (Efiog and et al, 2013; Inyang, 2013).

According to Amaeshi, as cited in Efiog, 2013 several studies have been done on corporate social responsibility of firms and organizations in Africa. A number of these studies indicate that the understanding and practice of corporate social responsibility is related to the social and cultural life of the people, however the research works in related to CSR in African case is not investigated in well manner, even the available studies are conducted in multinational company that resides in African land. Cheruiyot and Maru, 2012 indicates the low level of

study of CSR in African context in their research work. For tourism sector, the more comprehensive role of CSR has been rarely investigated (Baltruschat, 2011).

In Ethiopia some researchers studied issues that are related to CSR but most of them are restricted to large corporations. Rajasekhara Mouly Potluri and Zelalem Temeseg (2008), CSR: an attitude of Ethiopian corporate. The nature of CSR in Ethiopian business context by Tewelde Mezgebo (2013) and Abeyi Abebe also studied the practices of CSR in sugar industry. Asfaw Tilahun (2014) studied the effect of CSR on customer's loyalty: In case of Deshen brewery factory. Thus, this research work is different from these because of it investigate the corporate social responsibility understanding, motives, practices and challenges of the hospitality industry in the case of first level hotels/lodges in Gondar city and national business enterprises. More importantly the government of Ethiopia gives a great attention for the development of tourism. To support the tourism development in the country the expansions of hotel industry have a great role. Due to this in Ethiopia the hotel industry increased in number and contributes for the development of tourism in the country (Ebisa Gobena and Andualem Gudeta, 2013). Such expansion of the hotel industry calls for a research work into what are their socially responsible practices, their understanding, their motive as well as their problem to undertake CSR practices. Therefore, with the major aim of recognizing the understanding, identifying the motives, practices and the challenges of CSR in the hospitality industry in the case of Gondar city first level hotels/lodges, the researcher identified and investigated the issue at hand. Based on the above major aim this research work gives an answer for the following questions.

1. How the first level hotels and lodges in Gondar city understood the concept of CSR?
2. What are the motives initiate the first level hotels and lodges in Gondar city to practice CSR?
3. What are the workplace/employee oriented CSR practices of first level hotels/lodges in Gondar city?
4. What are the environmental oriented CSR practices of first level hotels/lodges in Gondar city?
5. What are the market place/customers and suppliers oriented CSR practices of first level hotels/lodges in Gondar city?
6. What are the local community oriented CSR practices of first level hotels/lodges in Gondar city?

7. Which problems/ challenges hindered the first level hotels/lodges to engage in CSR practices in Gondar city?

1.3. Objective of the Study

1.3.1. The General Objective

The general objective of this study is to assess the conception, motives to involve in, practices and challenges of corporate social responsibility (CSR) in the hospitality industry in the case of Gondar city first level hotels/lodges

1.3.2. Specific Objectives

The specific objectives of this study were:

1. To assess the awareness of CSR concept in the first level hotels and lodges in Gondar city
2. To identify the motives of the first level hotels and lodges in Gondar city to practice CSR
3. To identify work place/employees oriented CSR practices of the first level hotels/lodges in Gondar city
4. To identify environment oriented CSR practices of the first level hotels/lodges in Gondar city
5. To identify market place/customers and suppliers oriented CSR practices of the first level hotels/lodges in Gondar city
6. To identify the local community oriented CSR practices of the first level hotels/lodges in Gondar city
7. To describe the current challenges of the first level hotels/lodges in Gondar city to practice CSR

1.4. Significance of the Study

This study provides the following significances. Firstly, the research fill a gap in this research area in specific reference to corporate social responsibility, conception, motives, practices of the hotel industry and their challenges to practice it since there is little/ no research conducted in this area. Secondly, it contributes as a bench mark for other studies. Thirdly, from this research work the decision makers will be contributed because from this research work the researcher come with insight for the best practices in the hotels/lodges and their present status

of the hotels/lodges practices in the selected core areas and dimensions of CSR. Fourthly, The research will also contributed for further sustainability agenda since corporate social responsibility practices in the hotel industry is one of the major component of sustainable tourism development and the major tool to achieve it. Fifthly, this research work contribute for the hospitality and tourism office discussion issues since the research conducted in the best environmental, community, workplace/ employees and market related corporate social responsibility practices. By seeing and discussing over the research work they appreciate the best practices of the hotels/lodges and follow the good practices of the hotels/lodges and see the problems identified. The hotels and lodges are also the beneficiaries of this study because the research identifies the practices that involved in high and low achievement and the practices of some hotels only. Therefore, by reading this thesis they practice what they can not involve and adopt the best practices in their operation. Additionally, this research identifies the major problem of CSR in the first level hotels and lodges in the city. Thus by reading these identified problems the first level hotels and lodges and the concerned body will solve the problem to engage more in CSR concept of hotel industry. Generally, it is a relevant and timely study as placing hospitality (hotels and lodges) establishment's lots of emphasis given on the socially acceptable and best practices to be developed and should given to lead the sector as part and parcel of the business operation.

1.5. Scope of the Study

It is impossible to conduct the study in all subject area of the CSR in the detail form (Organizational governance; human rights; labor practices; the environment; fair operating practices; consumer issues; and Community). And it is not cover the CSR practices of the first level hotels/lodges for all stakeholders and the interactions of the hotel/lodges with all stakeholders. Thus, this research delimited in the major core areas of CSR and the respective major stakeholders of the hotels/lodges (workplace/employees, market place/suppliers and customers, environment and community) oriented practices of the first level hotels/ lodges in Gondar city. As indicated earlier this research work delimited to the first level hotels/lodges that are found in the city.

1.6. Limitations of the study

Besides financial and time limitation, as similar with other research work, this study has some limitations that are considered. First, it rely on two direction of respondents that is; employees (close ended questionnaire form) and the managers (semi structured interview form) from the establishments and do not include any respondents from inside the first level hotels/lodges (investors/ shareholders) and outside respondents example from the point of view of local communities, customers, suppliers, government and other concerned stakeholders. The researcher wants to say; these limitations should be considered when interpreting the result of the study.

1.7. Thesis Presentation Structure

The study is organized in to five chapters. The first chapter is deals about the introduction of the study including background of the study, statement of the problem, basic research questions, and objectives of the study, significance of the study and scope of the study. The second chapter is deals about review of related literatures including the conceptual framework.

The third chapter deals about the research methodology. Under this chapter the researcher describe the description of the study area, Population, sample size determination and sampling design, sources of data and method of data collection, data analysis techniques and reliability measurement including validity procedures. The fourth chapter deals about data analysis and interpretation of results and findings including discussions. The fifth chapter presents conclusion, recommendation and limitation and future direction.

Chapter Two

2. Review of Related Literature

2.1. The Concept of Corporate Social Responsibility (CSR)

There is no commonly agreed definition at the moment to CSR. CSR is a dynamic and constantly changing concept and practice. It has not been and will not be an easy task. It has not a generally agreed and has also seems to be an infinite number of definitions of CSR, ranging from the simplistic to the complex ones, and a range of associated terms and idea. It also defined by any organization in different ways. For example civil society organizations define it in different way and the political organizations also define it in different way, the business organizations as well define in different way (Mathis, 2008; Marinela and Nižic, 2010; Polášek, 2010)

In the broadest sense CSR is concerned with the relationship between global corporations, government of countries and individual citizens. More locally the definition concerned with the relationship between a corporation and the local society in which it resides and operates. Another concerned with the relationship between a corporation and its stakeholders. Most of the time, the idea of CSR is used in the large company that operated in the multinational sphere (Crowther and Aras, 2008). The term is not confined only in the multinational company it also applicable in any business organization in any size. The international standardization organization 26000 (ISO 26000), used the term social responsibility for any organization.

Historically, it is the phenomena of 1950s in the academic literature. Efiog, et al 2013 associate it the Holy Bible book. The Holy Bible in Leviticus 19: 9-10, has this to say: When you reap the harvest of your land, you shall not wholly reap the corners of your field, nor shall you gather the gleanings of your harvest. And you shall not glean your vineyard, nor shall you gather every grape of your vineyard; you shall leave them for the poor and the stranger: I am the Lord your God. When we see this biblical word is social responsibility practices that ordered by God.

Corporate social responsibility means making the best of business ... beyond legal compliance, involving many stakeholders (Marinela & Nižic, 2010).

CSR is a company's positive impact on the society and on the environment when and where operating that produce the product and its services and its interaction with its stakeholders; employees, customers, investors, communities and suppliers (business in the community).

ISO 26000 define the term corporate social responsibility in general term for all type of organization and whatever size of the organization:

An organization expresses social responsibility in the way it assumes the impacts (positive and negative) of its decisions and practices on society and the environment through transparent and ethical behavior that: contributes to sustainable development, including health and the welfare of society, takes stakeholder expectations into account, complies with the applicable law and is consistent with international norms of Behavior is integrated throughout the organization and practiced in its practices and its relationships with all players on which it is able to exert an influence.(ISO26000, 2010 p.7)

Definition by of business organization:

The **Union of Industrial and Employers' Confederations of Europe (UNICE)**: CSR is voluntary and business-driven; CSR is inextricably linked to the three pillars of sustainability relating to economic, social, and environmental considerations; CSR is not about shifting public responsibilities on to private companies; CSR needs to be seen in a global rather than a purely European context (UNICE, 2002).

In the business area **World Business Council for Sustainable Development (WBCSD)** provides another useful definition:

Corporate social responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life (WBCSD, 2002).

Based on the above different actors definitions of CSR, Mathis give a tentative working definition of CSR in his book:

CSR is the voluntary commitment (within a regulatory/reference framework) by business to add economic, social, and environmental value to societies at large in a transparent and accountable manner. CSR implies the recognition that business practices can affect the interests of all normative and derivative stakeholders including employees, communities, customers, and the natural environment and therefore should be reflected in the company's policies and actions. (Mathis, 2008 p.104)

2.2. Theories of Corporate Social Responsibility(CSR)

In the field of CSR there are a number of theories emerged and developed through time. But the dominate theories in the field of CSR are presented below.

2.2.1. Classical / Share hold /Instrumental Theory

The main focus of this theory is achieving economic objectives through social practices. The basic approach of this theory is increasing the profit of the shareholder is the social responsibility of the firm. Even the social practices are practiced they must be used as a competitive advantage and used as a strategy for marketing (Garriga and Mele 2004; Branco and Rodriguse, 2007). According to Lantos as cited in Branco and Rodriguse in 2007 the classical view of the business have a pure profit making views (supported by Carr's, 1968) and constrained profit making views (supported by Friedman, 1970s). According to Carr deception is probably a necessary component of a strategy to be successful in business, and thus business people cannot afford to be guided by ethics as conceived in private life. Thus, for Carr, a company has the legal right to shape its strategy without reference to anything but its profit, so long as it stays within the rules of the game legally set out by law. In contrary to this Friedman (1998), who believed companies should behave honestly: that is, they do not engage in deception and fraud. He believed that the purpose of the company is to make profit for the shareholders. The only responsibility of the business is to use its resources to engage in the practices that are necessary for the profit maximization. Because the managers are the agents of the shareholders they have are responsibility to conduct business accordance with their interest.

2.2.2. Social Contract Theory

The theory of social contract emerged due to the publication of Jean Jacque Rousseau in1762, social contract. In the business sector it is the dominate theory now and it is an accepted theory. According to Crowther and Aras, the development of social contract theory leads for the emergence of stakeholder's theory. Crowther and Aras also added that it is also the dominant theory and applicable in CSR issues (Crowther and Aras, 2008).

2.2.3. Stakeholder Theory

Before seeing the stakeholder theory it is better to explain what stakeholders mean. There are many definitions are given for the term stakeholder. Edward Freeman 1984, the founder of stakeholder theory, described a stakeholder of a company: “A stakeholder in an organization is ... any group or individual who can affect, or is affected by, the achievement of the organization’s objectives” (Freeman, 1984). Stakeholders are those groups without whose support the organization would cease to exist live in group or individual or in groups (Freeman, 2004). From this definition we can get a lot of individual or group considered as the stakeholder of an organization. These stakeholders include managers, employees, customers, shareholders, investors, suppliers, society at large, local community government, environment, and the future generation as well. Based on the above listed stakeholders; stakeholder theory emerged in the business sector. For much of the twentieth century, the academic community has explored the wider impacts of business it also continued in the 21st century. Stakeholder theory systematically analyses the impacts that companies (and all kinds of organization) have on those who ‘affect them or are affected by them’. For companies, the term ‘stakeholder’ therefore typically includes consumers, suppliers, shareholders, staff and others. It has also become central to almost all practical approaches to organizational responsibility (Henriques, 2011; Yu and et al, 2012; Jamali and Mirshak, 2007).

According to Wijnberg, as cited in Idow and Filho, 2009 the stakeholder theory arises from a rejection of the idea that the corporation should strive to maximize the profit of a single set of stakeholders, the shareholders. The theory is emerged in the business sector in the mid 1980s due to the publication of Edward Freeman's: Strategic Management: a Stakeholder Approach in the academic literature. According to Freeman every corporation has complex involvements with stakeholders who have an interest in its actions and outputs. Thus, managing and involving the stakeholders in the day to day business operation is very important for the success of the organization and the stakeholders as well.

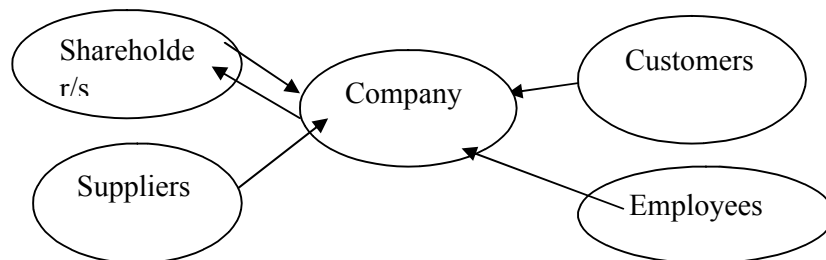


Figure 1: The traditional stakeholder management approach (taken from Mathis 2008 p. 71)

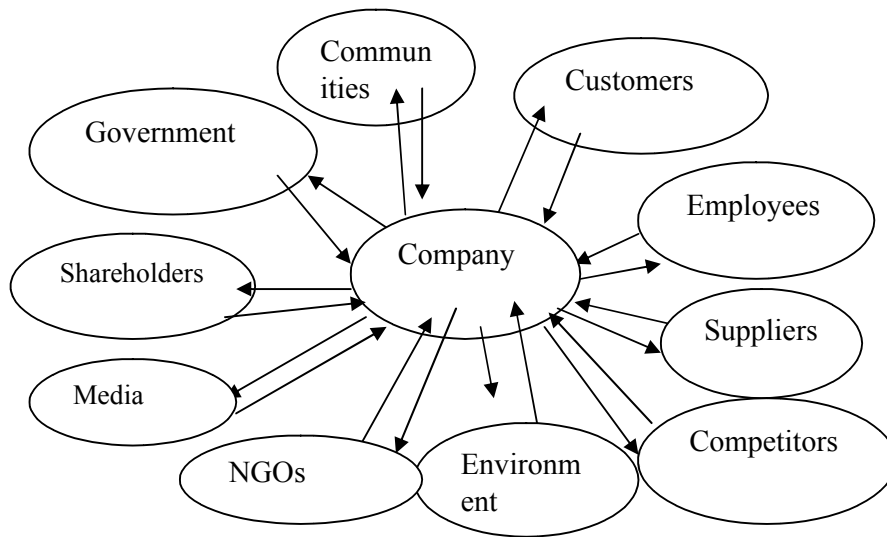


Figure 2: The stakeholder model (taken from Mathis, 2008 p.72)

2.3. Stakeholder Theories

Based on the degree to which management considers each stakeholder group, stakeholder theories are classified in to three different ways. The first stakeholder theory is the normative viewpoint theory. This theory suggests the firm attend to the interests of all stakeholder groups equally, not just customers or stockholders (Clarkson, 1995; Donaldson and Preston, 1995; Jones and Wicks, 1999; Fontaine and et al, 2006). This suggests that when designing a CSR program, normative companies should create a comprehensive, multidimensional CSR program designed to appeal equally to all stakeholders of the company. The objective of the normative theory is to answer the following questions, “what are the responsibilities of the company in respect of stakeholders?” and “why companies should take care of other interests than shareholders interests?” The normative theory is linked to moral, values and philosophic purposed. The second stakeholder viewpoint is the instrumental viewpoint. It argues that since economic success is a key objective for companies, a firm should place its strongest focus on improving economic performance (Donaldson and Preston, 1995; Fontaine and et al, 2006). This viewpoint emphasizes the elements of CSR programs that would directly improve economic performance, sometimes even at the expense of other stakeholder interests. Examples of this strategy might include encouraging suppliers to minimize packing materials (so as to reduce disposal costs for the firm). The third viewpoint is a descriptive viewpoint. It suggests that the organization’s shareholders, their values and relative influence, and the nature of the situation all predict organizational behavior or its main issues is to

understand how managers deal with Stakeholders and how they represent their interests (Jones & Wicks, 1999).

2.4. Stakeholders and Corporate Social Responsibility

Since the emergence of CSR in the academic literature in 1950s the society began to expect companies to accept additional social responsibilities outside of the fundamental business functions, including being profitable and obeying the law. From this time on ward the organization understood that consider the expectation and interest of the varied stakeholders that are found around them (Henriques, 2011; Visser, 2010; Branco and Rodrigues, 2007). The organization operates within a network of different stakeholders who can influence, directly or indirectly, determining the quality of an organization's relations with citizens, customers and other stakeholders (Varguez et al 2010). For this literature I want to brow one important saying of Dincer from his study “Stakeholder power, coming from the control over the resources critical to the organization, is crucial for the firm and the stakeholders must be satisfied at optimum levels to have a long term and mutually fruitful relationship”. (Dincer, 2011 p.72)

During the 1960s and 1970s many civil right movement and an environmental conservation agency arises and influenced the organization and the consumers of the organization service and products. At the same time the consumers understood and influence the organizations to take some responsibility beyond legal and economic aspect. At this time the concept of stakeholder's interest acceptance and CSR grow. By definition, stakeholders are the individuals or groups that have an interest in the organization and are affected by its actions. They are all those (from individuals through groups of individuals to the organizations) who have some impact on business practices, respectively are in some direct or indirect ways influenced by business practices (Freeman, 1984; Drieniková and Sakál, 2012). These Stakeholders are customers, employees, and suppliers, board of directors, owners, shareholders, government agencies, unions, political groups, the media, and others (Freeman, 1984). They can be both primary stakeholders and secondary stakeholders in the broad spectrum. Primary stakeholders of the organization are the stakeholders that determine the success and frailer of the organization. Examples of these types of stakeholders are customers, suppliers, employees, shareholders/owner/s, and board of directors. Because of their degrees influence on the organization, at the same time the organization also give a great

attention to this group of stakeholders (O’Riordan and Fairbrass, 2008; Figar and V Figar. 2011; Clarkson, 1995).

Secondary stakeholders are the type of stakeholders they are positively and negatively affect the organization and they are indirectly. In this group of stakeholders the following are included, regulation agencies, trade unions, social groups, media, labor unions and political groups (Clarkson, 1995; O’Riordan and Fairbrass, 2008). Stakeholders theory increasingly used as the frame work of CSR discipline in the business area. Business experts and stakeholder theorist accepted stakeholder model has become one that best reflects of the modern understanding of companies as integrated in, rather than separated from, the rest of society (Pedersen, 2006). Generally the theory stakeholders central point is organizational survival and success is contingent on satisfying both its economic (e.g. profit maximization) and non-economic (e.g. corporate social performance) objectives by meeting the needs of the company’s various stakeholders (Pirsch and et al, 2007).

2.5. The Concept of CSR in Tourism and Hospitality Industry

Tourism is one of the most important economic practices in the world in terms of revenues and generation of employment (Swarbrooke, 1999). The industry has also both negative and positive impact on the environment, the socio cultural life of the people and the economy as well. Therefore the tourism companies and enterprise clearly take some responsibility for decision they have made on human, environment and social consequences of those decisions (Argandona, 2010; Ryan and Page 2000; Swarbrooke, 1999; Wahab and Pigram 2005).

When the companies operated in the specific area it is the expected thing to be ethical and act as a good citizen; who take the responsibility for the community and the environment; undoubtedly, it is the responsibility of the company. This is true at the same time for firms operating in tourism and hospitality industry (Huge and Weas N.D).

According to the research conducted by Leaniz, Ruiz and Bosque in 2012, corporate practice of CSR coincides with the most current theoretical approaches in the tourism sector because Managers understand that companies have responsibilities towards society and the natural environment where they conduct their business. The hotel industry and the environment, community, workers and suppliers and consumers is integrated the daily business (Cherapanukorn and Focken, 2014).

Hotels have a significant physical footprint in the tourism sector. Tourism companies contribute positively to the social and economic development of the region they operate in (International Labor Organization, 2010). Furthermore, they are dependent on the goodwill of the community and making additional investments in the area together with working with the local community could help them maintain good relations. The long-term success of tourism companies depends on the ability to address the needs of those affected by the operations of a tourism company. To alleviate poverty, to guide the tourism and hospitality in the sustainable way practicing corporate social responsibility practices is play one of the wing of sustainable tourism development(Marinela and Nižic, 2010; Forsyth, 1997; Kasim & Scarlat, 2007).

Rodriguez and Cruz (2007) shows the hotel industry use of CSR in its corporate strategy and daily practice is imperative due to symbiotic nature of its relationship with the surrounding natural, economical, social and cultural environment. Green hoteliers describe the importance of CSR in the hotel industry whether for small establishment or the large international and national chain hotel:

There can be no doubt that the corporate social responsibility programs of large hotel groups have a substantial reach and impact on the local and global environment and upon surrounding communities world-wide. But the collective efforts of smaller scale establishments are no less significant.
(Green Hotelier, 2005)

2.6. The Dimensions, Core Subjects and Principles of Corporate Social Responsibility

2.6.1. The Dimensions of Corporate Social Responsibility

In the concept of CSR, Caroll developed the four dimensional model of CSR in the earliest time. He developed and define each four dimensional model of CSR. For a long period of time Caroll model of CSR served as the research and discussion issues. Taslidza, 2010; Asfaw, 2014) Work his research based on this model. The model also criticized so many times by scholars in the field of CSR. The writer himself modifies it many times. These dimensions of corporate social responsibility are used as the measurement tools CSR in different research works. These four dimensions of CSR are the following that are displayed in pyramid and described.

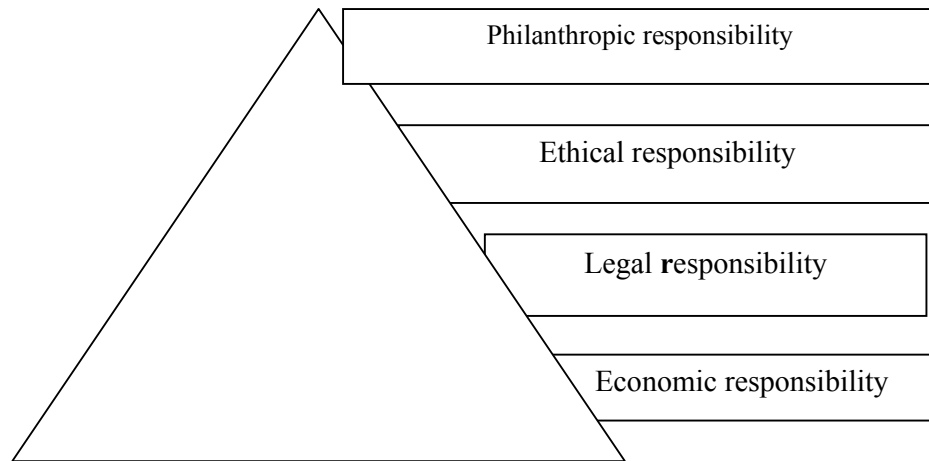


Figure 3: Carroll pyramid model of CSR (1991)

1. Economic responsibilities

These responsibilities are the basic requirement, that any business is expected by various stakeholders to commit to. These include reasonable profit for shareholders, fair conditions for employees or quality products for customers. Economic responsibilities are the “basis for all the subsequent responsibilities” (Carroll, 1991).

2. Legal responsibilities

By means of legal responsibilities, companies are expected to respect legal requirements, such as the laws or regulations when doing business. Similar to economic responsibilities, they are considered “a necessary prerequisite” for the following responsibilities (Carroll, 1991).

3. Ethical responsibilities

Ethical responsibilities address business concerns that are genuinely perceived as right without being imposed by any sort of legal obligations. They are “expected by society”, rather than “required” as the previous responsibilities (Carroll, 1991). Different to philanthropic responsibilities, these responsibilities are mainly related to business practices.

4. Philanthropic responsibilities

This group of responsibilities is practices that are practiced to improve the quality of life of employees, local communities, and ultimately society in general (Carroll, 1991). They are

placed last part of the pyramid of the model, as they are not a required or expected by society, but a desire of the company. If the company/ organization involved in philanthropic practices it offers benefits to society. For example it improves the quality of life. It helps the community to become an environment suitable for doing business and raising children that attract customers and employees, it reduces the size of government involvement in charity, offering help to people with legitimate needs; it increases the staff leadership ability, the philanthropic dimension builds the staff's moral principles (Jucan and Jukan, 2010).

The two latter dimensions – society and environment - are not evidently considered in Carroll's model. The relation can be established in this way, that social and environmental responsibilities can be legal, ethical, philanthropic or even economic in nature.

Besides this dimensions of CSR Lorraine Sweeney in 2009 develop the four dimensions of CSR for his research work. In his dimensions the stakeholders who are involved in these dimensions are listed and involved. These dimensions are environment, community, workplace and marketplace. Local community and the environment by itself considered as a stakeholder in CSR agendas, they are also considered as the "silent" stakeholders where as the market place area of CSR practices include the suppliers and customers from the stakeholder's point of view. The workplace CSR practices include the employees of the organization. The work of Sweeny was also accepted by Polasek in 2010 and these four dimensions are the scope of his research work. Because in these dimensions the researcher believed that the stakeholders included and the Carroll dimensions also reflected in these dimensions. Therefore, this research work was based on the four dimensions of CSR areas that developed by Sweeney in 2009 and others. The four dimensions and the respective stakeholders in the CSR concept described below developed by Sweeney and by other researchers in their research work are.

1. Corporate Social Responsibility and Market place/ Consumers and Suppliers

Conceptually these two areas are interrelated. However in practice they are so difficult and most of the time they are the source of debate among the practitioners. Even it is unclear and difficult task, to date, the role of marketing in fostering the integration of social responsibility within business organization and more sustainable lifestyles within society has been underestimated by the majority of scholars and practitioners (Sweeney, 2009; Rosell, 2009). The business organizations need to understand the marketing strategy of their business.

Behind to satisfy their customers the organization need to considering the need of other stakeholders – at a profit. Accordingly, marketing can not only contribute to integrating social responsibility into the whole business organization but also to satisfying the customers' needs in a more sustainable way (Sweeney, 2009; Rosell, 2009). The organizations adopt to integrate the large diverse stakeholders not only the traditional consumer oriented marketing strategy. Marketers have to go beyond it to educate customers to use products in an efficient and sustainable way.

In the business word of 21st century, business and social responsibility has a great connection and the major stakeholders of the business are interacted including in the market place. In the market related practice of social responsibility it related with the suppliers practice and the consumers of the hotel products and services (Kasim, 2009). The hotel industry takes a responsibility to sustainable purchasing practices and strong connection with suppliers in the concept of social responsibility. In the hospitality industry purchasing is one of the main topic and areas of CSR practices that addressed. In related to purchasing the suppliers of the hotels are considered and expressed in the following supply related CSR practices. These are involving the suppliers in the main transaction of the hotel, purchase with the fair and competitive prices, choosing suppliers based on their quality quantity and environmentally sustainability criteria, focused as much as possible with one supplier, involve and purchase in a great ways from the local suppliers. This is because within this topic the impact of sustainability is large. Customers are the wheel of the enterprise thus they express their social responsibility though respecting them, protect their privacy, provide truth full and honest information, refrain from false advertising and promotional practices, provide quality product and service, fair pricing, fair competition in the market, consumer education and awareness to sustainable consumption and the impact of their practices (Aston and Anca, 2011; Jamali, 2007).

2. Corporate Social Responsibility and Environment

Human beings do not only assimilate with their surroundings but actively adjust them according to their needs (Polasek. 2010). They interact with their environment and live together. However the issue of the management of the environment in the sustainable way is the doubting issue. One of the doubting issues in the natural environment as a stakeholder. Some writers believed that environment is not a stakeholder only humans are considered as the stakeholder of the organization (Phillips and Reichart as cited in Branco and Rodrigues,

2007). However the majority of the stakeholder experts believed and wrote that natural environment should be considered as a stakeholder (as a 'silent'/ 'mute' stakeholder) (Capron, as cited in Branco and Rodrigues). The researcher also believed considering natural environment as a 'silent' stakeholder hold a water, since we are depend on the nature even we shape the nature as we want. The other challenging issue in related to the management of environment and the issue of who take the responsibility over the environment. Traditionally the responsible body for the environment is the government sector thought regulation and creating a healthy environment. But the problem of environmental change increased in alarming rate the private business sector involved and the public sector also call the business sector to take responsibility for the environmental conservation. This paradigm shift from the government responsibility to partnership responsibility over the environment reached in the highest level due to the emergence of sustainable development (the means of development that meet the need of present generation without compromising the needs of future generation) in 1970s. The concept of sustainable development calls the three pillar (economic, social and environmental) approach development (Ryan and Page 2000; Swarbrooke, 1999; Wahab and Pigram 2005, Polasek. 2010). In current time enterprises are well aware of the opportunities associated with improved environmental performance, and are working to systematically take advantage of it (Polasek, 2010).

Basically, tourism practice is depending on the natural and cultural environment. In this interaction tourism affects the environment in terms of positive and negative way. Positively, if the income generated from the tourism practice properly used it used as the conservation of the environment. Negatively it greatly affects the natural environment thought waste disposal, pollution and other hazardous practice of tourism over the environment. As a major sector of tourism industry, hotel industry contributes the negative environmental impact. The hotels consume a huge amount of energy consumption, Water consumption, Waste production, waste water management, chemical use to the surrounding environment and pollute it (Kasim and Scarlat, 2007).

Thus, to survive in the sustainable way the hotel business has a responsibility to minimize the negative and maximize the positive impact on the natural environment. This great responsibility also rested on the day to day operation of the hotel industry and considers the environment as the major stakeholder. Taking responsibility in the day to day operation of the hotel industry bring positive relationship between the environment and the hotel industry.

This responsibility is not only environmental issues it is the ethical issues as well (Kasim and Scarlat, 2007; Sweeney, 2009). The social responsible enterprise involve in the environmental issues including in waste minimization, water saving, recycling, reusing, pollution control, engaging environmental initiatives to the local and working cooperatively with them to improve the environment(Sweeney, 2009; Aston and Anca, 2011).

3. Corporate Social Responsibility and Local Community

When an organization open its door from the internal dimension (Employees, shareholders) of CSR practices towards development it get the local communities. The local communities are the first immediate stakeholders and needs to be considered by the firm because as soon as the company starts the operation of its business practices, it becomes a part of the local community (Polasek, 2010). Many companies in order to be socially responsible, competitive and to develop sustainably become involved in community causes, notably by means of provision of additional vocational training places, assisting environmental charities, recruitment of socially excluded people, provision of child-care facilities for employees, partnerships with communities, sponsoring of local sports and cultural events or donations to charitable practices(Polasek, 2010)

Practically the hotel industry and the local communities are strong related. The hotel sectors contribute to the local communities thought Community involvement, Employment creation and skills development, infrastructure to benefit business and the community, Wealth and income creation, economic impact, education and culture development, protecting the health of locals (Aston and Anca, 2011). In the CSR practice of the organizations to the local communities mostly it related with Philanthropy services considered to be an important aspect of community corporate social responsibility. Philanthropy is taking action directed at improving the overall well-being of people. It is instigated by monetary donations, donations of equipment or resources, or through the volunteer work of groups or individuals. Making donations of money or resources is not practical giving time or skills to the local community considered as the CSR practices. It also expressed supporting the educational institution and giving training program in the local area, involve in cultural and heritage conservation practices in the area and appreciation of their culture (Jamali, 2007).

4. Corporate Social Responsibility and the Workplace/Employees

The success of the business is depending on the employee's commitment and its positive relation with the workers of the business sector. When the organization or the business sector has a good relation and positive impacts for the workers, the organization or the business sector considered as the socially responsible organization or enterprise. The social responsibility practice of the hotel sector expresses in the areas of employment and employment relations, human resources management, communication with employees, conditions of work and social protection pay and benefits, workplace climate, health and safety at work, human development and training in the workplace, work-life balance lifelong learning, empowerment of employees, better information flow throughout the company, better balance between work, family, and leisure, greater work force diversity, equal pay and career prospects for women, profit sharing and share ownership schemes, and job security, active follow up and management of employees who are temporarily off work due to disabilities or injuries (Aston and Anca, 2011; Polasek, 2010). In addition to these the work place CSR activities are expressed equal opportunity without regardless of their gender, sex and other social identifiers, employee involvement through the flow of information management principle development.

2.6.2. The Seven Principles of Corporate Social Responsibility (CSR)

According to Knop and ISO 26000, 2010 there are seven core subjects and seven principle of social responsibility. The seven principles of social responsibilities are: Accountability, transparency, ethical behavior, respect for stakeholder interests, and respect for the rule of law, respect for international norms of behavior; and respect for human rights. These basic principles of CSR are used and accepted by most of the countries and working principles and subjects.

A. Accountability:

An organization should be accountable for its positive and negative impacts on society in the broad sense, i.e. human beings and its environment. It expressed accepting responsibility for any wrong doing or negative impacts.

B. Transparency

An organization should be transparent in its decisions and practices provided. As far as possible, an organization should be transparent about the nature and location of its practices, how its decisions are made, the criteria against which it evaluates its performance relating to social responsibility and the likely or known impacts of its practices on society. Such information should be readily available to the legitimate stakeholders concerned. However it is does not mean that all the disclosed information that harms the organization has an ethical base.

C. Ethical behavior

An organization expected to behave ethical. The practices of the organization compliance with the business ethics like honesty, integrity and equity, in its area of practice.

D. Respect for stakeholder interests

An organization should be attentive to its stakeholders' expectations and give them due consideration in its decision-making process insofar as its resources and powers allow.

E. Respect for the rule of law

Any organization expected to respect the prevailing national law in all places where the organization operates, even those where the local system of governance is failing.

F. Respect for international norms of behavior

An organization should respect international norms of behavior, while adhering to the principle of respect for the rule of law. In countries where the law or its implementation does not provide for minimum environmental or social safeguards, an organization should strive to respect international norms of behavior. In countries where the law or its implementation significantly conflicts with international norms of behavior, an organization should strive to respect such norms to the greatest extent possible. In situations where the law or its implementation is in conflict with international norms of behavior, and where not following

these norms would have significant consequences, an organization should, as feasible and appropriate, review the nature of its relationships and practices within that jurisdiction.

G. Respect for human rights

An organization should respect human rights. An organization should respect and foster the rights set out in the International Bill of Human Rights; accept that these rights are universal, that is, they are indivisibly applicable in all countries, cultures and situations; in situations where human rights are not protected, take steps to respect human rights and avoid taking advantage of these situations; and in situations where the law or its implementation does not provide for adequate protection of human rights, adhere to the principle of respect for international norms of behavior.

2.6.3 The Seven Core Subjects/ main spheres of action of Social Responsible Organization

There are seven subject areas described in ISO 26000 guideline in which socially responsible organization should account for its actions and its compliance with the principles described above. For each one, the organization should identify the most relevant actions for its practice with regard to its impacts on society and the environment, stakeholder expectations and its constraints and opportunities. These core subjects cover the most likely economic, environmental and social impacts that should be addressed by organizations.

A. Organizational Governance

Organizational governance is the statutory system through which the organization makes and implements decisions about its strategy and behavior in pursuit of its objectives. In this case socially responsible organizations achieve a lot of things including coherence, stakeholder identification, anticipation of risks, controlled communication, sufficient transparency, etc. It should also encourage the involvement of the entire workforce, given that the personal commitment of managers is an essential precondition for any relevant initiative since they are in the best position to shape the taking and implementation of the strategic and cultural decisions and actions that the sustainable development objective requires (ISO 26000, 2010).

B. Labor Practices

It is the central idea in the spirit of social responsibility since it shapes the relationship with employees and their representatives, a key stakeholder group. It should be apparent in all types of negotiation, consultation and exchange. The organization should also take steps to protect and integrate vulnerable groups (ISO 26000, 2010).

C. The Environment

Environmental issues are highly regulated in many countries nowadays, even if the means for ensuring compliance are often insufficient. Every organization should have a thorough knowledge of the general and specific laws and regulations that apply to it (ISO 26000, 2010).

D. Fair operating practices

This area is also extensively regulated by law in many countries and by customary business practice. Businesses can use their relationships with other businesses to promote positive outcomes. By building good long-term relationships, businesses are most likely to develop reliable partners, and to practice effective social responsibility. Respect for the rule of law, accountability, transparency, and honesty are the key principles to put into action to achieve fair operating practices (ISO 26000, 2010).

E. Consumer issues

Businesses have responsibilities to their consumers, such as truthful advertising and marketing, providing clear and helpful user information, minimizing risks from use of products or services, and providing support services and recall procedures. Stimulating sustainable consumption and respecting consumer rights are aspects of social responsibility. Satisfied consumers will strengthen the reputation of a business (ISO 26000, 2010).

One of an organization's primary tasks is to meet the expectations of the stakeholder group consisting of users, customers or consumers depending on the type of practice. More and more countries are introducing legislation to protect consumers and organizations have to monitor developments. Anticipating increasingly demanding expectations, they must also come up with their own proposals to address them (ISO 26000, 2010).

F. Community involvement

It is widely accepted today that in the general interest organizations should maintain relationships with the communities (or human groups) within whom they operate, with the aim of turning their local roots to positive advantage. Community involvement enables the organization to engage in dialogue with the complex stakeholder group made up of the communities on which it is liable to have an impact by increasing the social acceptance of its practices. These results in better mutual understanding that in turn can open up business opportunities. Effective community involvement can thus improve the quality of community life and increase the organization's capacity to achieve its own economic or social objectives (ISO 26000, 2010).

G. Human rights.

States have a duty and responsibility to respect, protect, fulfill and realize human rights. An organization has the responsibility to respect human rights, including in its sphere of influence. Recognition and respect for human rights are widely regarded as essential to the rule of law and to concepts of social justice and fairness and as the basic underpinning of the most essential institutions of society such as the judicial system (ISO 26000, 2010).

2.7. Corporate social responsibility (CSR) Practice in Ethiopia

In Africa the development of corporate social responsibility is found in infant stage. For a long period of time the African companies lagged the concept of CSR in the business area. But, in the end of 20th century a great attention of CSR activities are emerged. At the same time the world business experts inclined to the studying of CSR activities in Africa. The experts recommended and give a reason for the great attention of CSR in Africa. Among the reasons the major are the following. Firstly, by 2050 Africa will have the world's largest workforce and will account for 25 percent of the world's population, growing at a faster rate than every other region in the world. Second, despite this growth, "only one-quarter of the top 50 African companies in 2012 are or have been Global Compact participants," leaving ample room for improvement. Third, the private sector accounts for roughly 90 percent of employment in Africa. Thus, finally without the incorporation of the above listed good points and opportunities conducting business are problematic with the existing governance problem. It is also recommended that it is better to move beyond 'do not harm' principles and go to a

greater understanding of how the private sector can contribute to sustainable growth through responsible business (<http://www.triplepundit.com>).

In Africa CSR involvement the Chinese companies has a great role and have also a negative impact over Africa. By the beginning of 21 century the influence of Chinese companies over Africa is immense. The trading relation between Africa and China grown by 30 percent each year, and it is now Africa's largest trading partner. For example, by 2006 the trading relation between Africa and china reached \$60 billion. By 2013 the bilateral trade between China and Africa reached \$210 billion. At the same time the investment of Chinese over Africa is also skyrocketed. For example, according to Al Jazeera, foreign direct investment by China in Africa went from \$500 million in 2003 to almost \$15 billion by 2012. It reached \$20 billion in loans for infrastructure development by 2013. In other words, sustainable development in Africa will be nearly impossible without Chinese cooperation. At the same time the Chinese company also invests in the other social investment besides its business strategy. However, it is not surprising the Chinese considered as the model of social responsibility in Africa (<http://www.triplepundit.com>)

Strategically the African chamber of commerce recommends and emphasized the importance of CSR in the African business by incorporating it in the strategy. The chamber commerce also believes that CSR is one key way to help ensure inclusiveness and sustainability in Africa's development. However, it is not just only the volume of economic activity determines development of Africans; it is also how business is done and how it impacts on people, the economy and the environment. Therefore, for the achievement of these the United Nation African Chamber of Commerce (UNACCs) pointed out the key points for the African CSR. The first key point is the notion of CSR is not extended to the Sub Saharan African countries and faced a new challenge at the same time it is also uneven practice. Thus, extend it to address the issues to the ground and tackle the problem of CSR. The second key point of UNACC CSR view for Africa is developing and applying the principles of CSR is the shared responsibility of governments, the private sector and the civil societies not achieved alone. The third key point is creating awareness to extend CSR. The fourth key point is viewing CSR policies should not be seen as a foreign imposition; they need to be context-specific to reflect local circumstances (<http://eudevdays.eu/topics/csr-africa-awards>).

A written article by Kayode Oladele in 2013 CSR practices in African context gives a good insight. According to him Africa is not lived outside the philosophy of CSR since CSR is a

global phenomenon. For a long period of time Africa considered as “a hopeless content” (economist, 2000 as cited in Oladele, 2013). However in the recent time this thinking is changed. The Africans also mobilize their untapped resources for their development projects. "Africa's economies are consistently growing faster than those of almost any other region of the world" (Tunehag, as cited in Oladele in 2013). For this matter practicing CSR in the African business context is very important and just put different actors alive to their responsibilities than others.

According to Oladele it is obvious that the private companies in Africa do not engage in CSR for a long period of time. But in the recent time country specific CSR practices are emerged in the African content. For example, oil multinational corporations operating in Nigeria are quick to publicize their community development projects so also do mining companies in Zambia, hotels in Zimbabwe, telecommunications companies in Ghana, and even oil companies in Sudan (and South Sudan) amplify their commitment to CSR. For the CSR commitment the South Africans are the best achiever but in the context of potential of practicing CSR is reached in the countries of Ethiopia, Tanzania, Uganda, and Zambia in the recent time.

In Ethiopia some large international companies have CSR program and they introduce in their operation However, the national companies in Ethiopia lacked it (Asfaw, 2014). In order to tackle this problem there is a movement to develop CSR program by the ministry of industry in collaboration with World Bank, US agency for international development and others (Asfaw, 2014).

Among this movement the Pan African Chamber of Commerce and Industry (PACCI) hosted with the co-host of the UN Global Compact and partners – UN Economic Commission for Africa, UN Development Program, business leaders and executives to share their experiences in corporate responsibility in June 2014. The issues that are raised in this movement and meeting include the issues of women’s empowerment, decent work, education, and efforts to support their communities through job creation and responsible development. In this meeting Georg Kell, Executive Director of the Global Compact was invited and stated, “It is time to celebrate responsible entrepreneurship in Ethiopia. Through the Global Compact, Ethiopian companies can connect with like-minded organizations around the world that are embracing long-term goals beyond financial returns, but also linked to social, environmental and governance priorities.”(<http://andalem.com/news-and-insights/item>)

Among the companies participated in the CSR practices, Ethiopian air line (EAL) is the leading one. In their news letter that written in 2013, the EAL involved for the supporting of social and development initiatives besides managing the airline operation and ensuring the safety and security of its customers. The EAL involved in community project, environmental initiative, support art and education in Ethiopia and involve in sport program sponsor ship and health issues of the country (Ethiopian airline corporate social responsibility news letter, 2013).

In the field of education the EAL contribute a lot like transporting educational materials from different part of the world in free especially to the Ethiopian space science society. In the field of health the EAL involved too much. For example transportation of humanitarian goods likes books and medical supplies from the other country for free, offering free tickets and discount for the professionals in the field of health who involved providing free medical service to the needs in Ethiopia from outside world professionals. The air line is one of the major collaborators of children heart fund of Ethiopia for a long period of time since 1990s, the air line work with the people to people organization. In the area of environment the EAL involved in greening programs and launches a long term environmental campaign entitled with “Fly Greener” (Ethiopian air line news letter, 2011).

In the field of sport the EAL work to help the disabled children, support and an official sponsor of great Ethiopian run since 2004. The air line involved in community oriented practices like helping the orphans, infants and elders to develop the community Ethiopian air line new letter, 2011).

The other company involved in CSR practice in Ethiopia is Mohammed International Development Research and Organization Companies (MIDROC). MIDROC Ethiopia participated and publically announced its active participation in CSR practices. In 2008 when the eleventh annual national conference of MIDROC investment group held at Adama, the general managers announce the company officially involved in CSR practices in its operation. The participants and the researchers in the meeting recommended the involvement of the company in CSR to guide the investment group as environmentally-friendly and socially responsible company. The time onward the Company involved mostly in the CSR areas of education, infrastructure and agricultural development in Ethiopia. For example in the field of education the company donates 50 million Ethiopian birr to the construction of Addis Ababa university library in 2008. For infrastructural development the company donates

a lot of million birr especially for the construction of road with in Ethiopia (Yeshmebet Demessie, 2008).

Dashen brewery factory involved in CSR practices. The major thematic areas are in employee issue and sport. For the sporting practice the factor establishes and sponsoring Dashen beer sport club (Asfaw, 2014).

In addition to the above CSR practices in Ethiopia there are also some CSR practices in the recent time by some organization and business enterprises like Teklebirhan Ambaye Construction's contribution in construction of feeder roads, Huawei's contribution to community development projects, Awash Bank's support to Mekedonia, a non-profit supporting the elderly, and Ambo Water's collaboration with an autistic children center. In more recent time ZTE (Zhong Xing Telecommunication Equipment), a China-based global telecommunications infrastructure provider comes up with a clear CSR vision and objectives in the world and Ethiopia in particular. In Ethiopia ZTE undertake supplying books to the libraries of rural schools, providing green energy solutions, supporting the elderly and the poor, planting trees, and helping local firms gain technological knowhow. But all the activities seem to be onetime shots by businesses done without any concrete CSR strategy and goal. By the end it may be true to argue that the Ethiopian business sphere is not yet developed in terms of CSR activities (Ethiopian reporter January 17, 2015). Because of our level of CSR practices in a low level the experts recommend to the development of CSR in the business strategy. To move away from our traditional comfort zone and make CSR one of the pillars of our businesses. Learning from the successful strategists, such as ZTE, MIDROC, Ethiopian airline and other best practitioners we have to think about contributing our best to the development society (Yibkal Kiflu, A strategic business consultant).

For the development of CSR in Ethiopia, some attempts are conducted. Among this forum for social science (FSS) conducted an eighth session for public dialogues on CSR. The public dialogue was held in Ghion hotel in Addis Ababa in 2013. The major theme of the discussion in the forum was youth and corporate social responsibility in Ethiopia presented by Andualem Tegegn, a resource economist. In this discussion the participant and the researchers come up with the ups and downs of corporate social responsibility practices in Ethiopia. Some companies or corporations engaged in CSR practices in Ethiopia by giving one shot financial donation, by giving training and other related partnership programs, supporting social services, and promoting events in detail. But finally Andualem concluded

that “currently it is possible to argue that the majority of corporations in Ethiopia are far from successfully in delivering their social responsibilities to the society in general and the youth in particular, owing to various political, social, institutional and cultural factors.” In this discussion forum the problems that hindered the participation of the corporation in CSR are also identified among the obstacles the most important are Lack of awareness among the business community on the concept of social responsibility and lack of proper institutional set ups to coordinate social service (FSS Conducts the 8th Dialogue Forum on Youth and Corporate Responsibility in Ethiopia, 2013)

2.8. Challenges of Corporate Social Responsibility (CSR)

Practicing and implementing CSR practices in the firm faced a number of challenges. A number of researchers (Sweeney, 2009; Polasek, 2010; Efiog, 2013; Sen, 2011; Aston & Anca, 2011) identified the obstacles of CSR in the firm. Among these challenges the first one is lack of awareness is the dominate one. The second is its cost. To practice CSR in the area it takes cost. The third problem is lack of commitment from the manager and the business man to engage in CSR practices. The fourth problem is lack of time.

2.9. Conceptual Framework

The conceptual frame work of this study was depicted in the following simple conceptual diagram. ISO 26000 in 2010, Sweeney in 2009 Drieniková and Sakál in 2012, Aston and Anca in 2011, Cici and Rangheri in 2008 and other researchers give the core areas and dimensions that at least the company's/ enterprises address in the respective major stakeholders. Therefore, research work adopts the dimensions and their respective major stakeholders for CSR practices of any organization address in the business area. These core subject areas and dimensions with their major respective stakeholders are market place (customers, suppliers), environment, workplace/employees and the community.

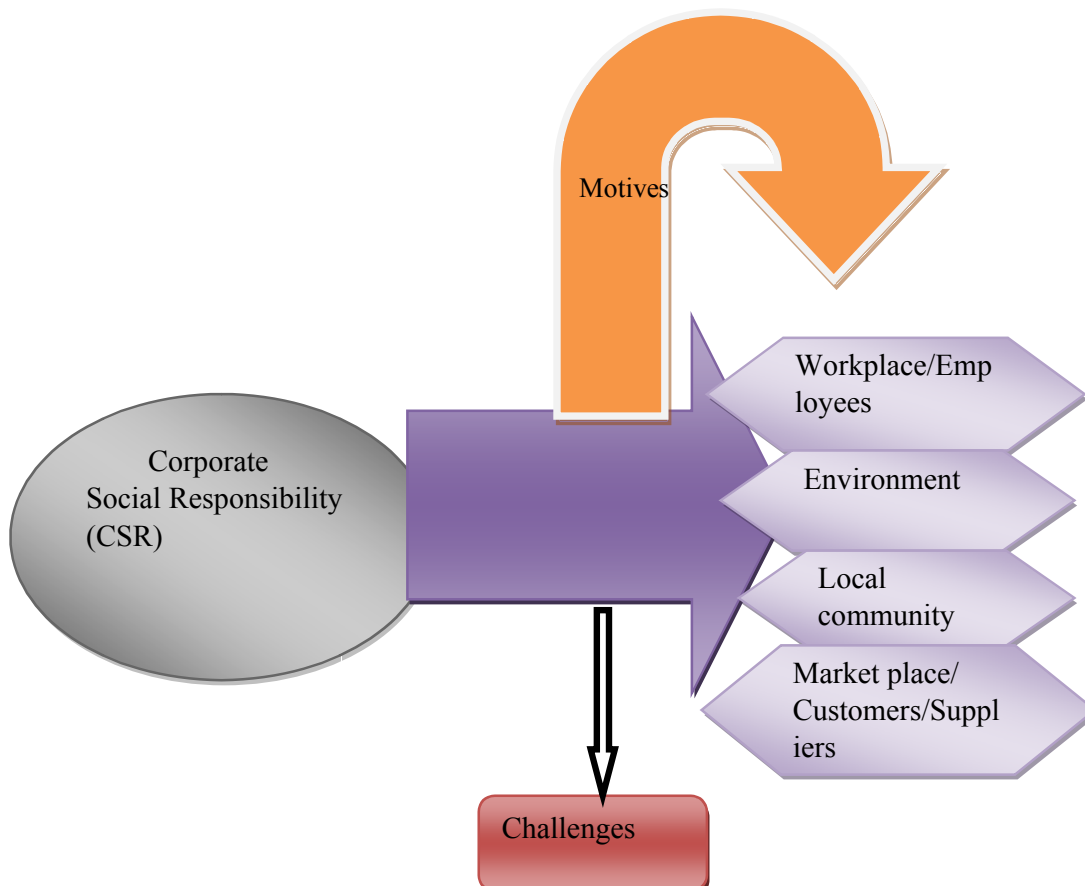


Figure 4: A conceptual Frame work

Source: Own conception

Chapter Three

3. Research Methodology

This chapter covers the design and procedures that was followed during the conduct of the study or the overall philosophy of the research and the method that was applied. It presents the research method that was used, instrument (questionnaire, interview) that was used to gather the data, data analysis, reliability and validity procedures, the Population, sample size determination and sampling procedures and what statistics was used to analysis the data, the ethics that was from applied by the researcher in data gathering and interpretations of the data.

The researcher followed a descriptive type of research. This descriptive type of research was studied in cross sectional because the information was collected from the sample only once (Kothri, 2004). To describe the concept, motives, practices and challenges of CSR in the first level hotels and lodges, this type of research used varied form of data source and analysis (interview, questionnaire, and secondary data collection) in order to reach a balanced description and identification of CSR, motives, challenges and practices of the hospitality industry of hotels and lodges in the city. This kind of triangulation (multiple sources of data) helped to view the research work deeply and increases data interpretation from different point of view. Descriptive analysis enables to simply, and logically interpret results (Yalw, 2011). The main characteristic of this method is that the researcher has no control over the variables; he/she can only report what has happened or what is happening (Yalew, 2011; Kothari, 2004).

Descriptive research aims to discover, describe ... in areas which have not previous studies (Veal, 2011). For description type of the research the researcher describe what has happened now? What are the practices undertaken? And the extent of the problem is described... it is not the purpose of descriptive research to answer why and how the problem happened (Yalw, 2011). The goal of this research was identify and understood the conception, the motives, practices of the first level hotels and lodges in CSR issues (for the community, marketplace, and workplace and for the environment) and identify the challenges of the hotels/lodges to practice the CSR practices rather than comparing and contrasting the hotels/lodges in terms of CSR practice/performance. The research was not following analyzing the relationship

between CSR practice of the hotels and lodges and the demographic characteristics of the respondents (age, gender, and length of employment, educational background...).

3.1. Description of the Study Area

In the medieval period Ethiopian kings used a mobile capital system and it was also a great constraint for the development of the city (North Gondar Zone culture and Tourism Department, 2009). Gondar is located in Amhara national regional state with an elevation of 2133 meters above sea level, 738 kilometers North West of Addis Ababa (NGZCTD, 2009). It was founded by Emperor Fasiledes in 1632 and served as a political center for more than 200 years and was the third permanent capital city in Ethiopia next to Axum and Lalibela respectively (Mengistu, 2008). Years before the selection of as a capital city, Gondar served as a commercial center. Starting from its establishment as an imperial center, Gondar served as a center of optimism and renaissances of the golden days of Aksum and Lalibela, Architecture, literature, education, music, painting and commerce. The Gonderian period was also popular by the construction of castles, churches and bridges. This contribution is one of the lasting impressions of this generation and contributed for the tourism development of the city in particular and for the country in general (NGZCTD, 2009).

Today the presence of outstanding historic heritage of Fasiledes castle (1632-1667), Yohannes I castle (1667-1682), Iyasu I castle (1682-1706), Dawit III castle (1716-1721), Bekafa castle (1721-1730), Iyasu II castle (1730-1755) and beautiful churches like Debre Birhan Sellasie and other age-long heritages make Gondar rich in cultural heritage. Besides this tangible heritages Gondar is known by intangible heritage and served as tourist attraction like Timqet (epiphany). Generally, these heritages are considered as the world heritage since 1979, registered by UNESCO (United Nation Education Science and Culture Organization) (Firdiyiwok, 2012).

Currently, Gondar served as the capital city of North Gondar Administration Zone, which is one of the eleven Zones found in Amhara Regional State. Based on the 2007 national census conducted by the Central Statistical Agency of Ethiopia (CSA), Gondar had a total population of 207,044, of whom 98,120 were men and 108,924 women. The majority of the inhabitants practiced Ethiopian Orthodox Christianity with 84.2% reporting that as their religion, while 11.8% of the population they were Muslims and 1.1% Protestants. In related to hospitality industry, hotel industry is now in the booming stage (Gondar city culture and tourism office).

There are 32 major hotels that are leveled in to three (first level hotels and lodges, second level hotels and lodges, and third level hotels and lodges).

3.2. Study Design

Whatever the model we use and whatever the systematic procedure is applied to the given study the purpose is one and one that to achieve targeted objective of the study (Creswell, 2003; Yalw, 2011). For descriptive type of research survey design is the best method to explore the issues. Thus, the design of this research followed a survey design.

3.3. Population, Sample Size Determination and Sampling Technique

For the effectiveness of this study the researcher was use sample from the major stakeholders for questionnaire survey. In Gondar city there are ten (10) first level hotels and lodges (the level and the list of hotels taken from Gondar city culture and tourism office). The researcher surveys all the ten (10) first level hotels and lodges.

For the questionnaire method of data collection (from the employees), the samples were selected first by the purposive judgment of the researcher by considering their years of services, those who serve in the hotel/lodge more than one year are included in this research. The researcher believes those who did not serve the hotel/lodge less than a year may not able to observe the whole practices of the hotel/lodge. The employees who were involved in this research are the permanent employees. The researcher gives equal chance of selection to avoid sampling bias problem by using simple random sampling method (to select the permanent employees of the hotels as a sample who serves the hotel more than one year). The researcher use the fraction of 3/10 or 30% of the employees of the hotels/lodges who serve more than one year. This determination of the sample is based on the logic of 10% and above is satisfactory for one research work (Udofia, as cited in Efiong, 2013). Thus using of 30% for this research work was satisfactory.

No.	Hotels/ Lodges Name	Employees number, who serve more than 1 year	Samples (30% or 3/10
1	AG Hotel	38	10
2	Florida International Hotel	79	22
3	Goha Hotel	71	19
4	Jantekel Hotel	39	11
5	Kino Hotel	21	7
6	Landmark International Hotel	41	12
7	Milyko Lodge	16	5
8	Mintwab Lodge	16	5
9	Quara Hotel	83	23
10	Taye Hotel	71	19
Total	Ten	473	133

Table 3.1 number of hotel/ lodge and the respective sampled numbers of respondents

3.4. Method of Data Collection

Mixed research paradigms help to make the data collection and analysis more accurate and the inference more useful because they can represent a plurality of interests, voices and perspectives (Patton, 2002). The data for this study was collected from both primary and secondary sources of data. The secondary sources of data were collected from published and unpublished sources.

Primary data were collected through the following methods.

Questionnaire

To know the issues from the primary sources more structured and detail questionnaire was prepared and disseminated. The nature of the questionnaire was close ended questions. The questionnaire was prepared firstly in English language then it translated with great care in to Amharic language.

The questions were prepared based on the research specific objectives and research questions that was achieved and answered. The questions that were given to the respondents extracted from different previous research work and different literatures in the CSR concept based on the idea of de Vaux 1993; questionnaire items come from many sources some will come from previous questionnaires, while others will need to be developed for the particular study (de Vaux, as cited in Sweeney, 2009). This was also found to be the case for this research work. The questionnaires are modified to the context of this research objective. The questions were prepared by the researcher based on the context of this research. Basically, most researchers (Efiong, 2013; Lindgreen, Swaen and Johnston 2007) develop a questionnaires to be disseminated for the respondents in the context of their research work and follow identifying the common CSR practices in each dimensions of CSR and measure them in five or seven point Likert type scale. For this research work the researcher identify the common and important issues that any organization needs to address in the four dimensions (environment, local communities, workplace/ employees and market places) with five point Likert scales (Losby and Wetmore, 2012) questionnaire. The five point Likert scales that were used in this research work are (strongly agree (5), agree (4), unsure (3), disagree (2) and strongly disagree (1)). Strongly agree, agree, unsure, disagree and strongly disagree represent verbal interpretation and the number 5, 4, 3, 2, 1 represent scales. For this research work the score of strongly agree and agree combined to form a single score “agree” while, the total score of strongly disagreed and disagreed were combined to form “disagree” as indicated by Folami and Adeoye in 2012 in their research work. Most the research works in CSR area done by asking the managers of the organization (Efiong, 2013; Lindgreen, Swaen and Johnson, 2007, Sweeney, 2009). Because the researchers believed that the managers of the organization or the enterprises are more familiar with the internal and external practices of the organization in the issues of CSR. However these researchers recommend working any research beyond asking the managers in order to identify and understand deeply the CSR practices of the

organization/ enterprises. In this research work the researcher not develop a questionnaire to the manager of the hotels rather interview them to understand the general understanding of concept of CSR, motivational factors to engage in it, the practices and challenges of the hotels/lodges to practice CSR based on the assumption that the familiarity of the managers for the concept of CSR and based on the recommendation previous research work in different disciplines.

The questionnaires that were given to the employees include the dimensions of environment, the practices that are related to them, consumers, suppliers and local community issues. Because of the assumption that the employees of the hotels are the primary stakeholders who involve and observe the day to day practices of the hotel/lodges they employed. They observe the environmental, local community, consumers, suppliers and for them CSR oriented practices. According to Matten and Crane employees of the firm are closely integrated, contributed in the fundamental area of the firm, “the main resource of the corporation”, they represent the firm towards other stakeholders and act in the name of the corporation (Matten and Crane, 2003). In addition to this, Greenwood describe the importance, the influence and the representativeness of the employees of the firm as they are a member of the local community, a manager of the firm/ organization, active in union and a combination of these (Greenwood, 2001) According to Zinglas and Ruf et al as cited in Murphy and et al in 2005 The control of the firm has been gradually shifted from management and shareholders to employees.... At the same time Polasek in 2010 indicate the importance of employees of the company; the employees of the enterprise/organization work and live around the organization, where they spend most of their day and their profession impacts the quality of their private and their family life and it often also impacts their level of physical well-being. Thus using the employees of the hotels/lodges as the major respondent for this research work is feasible.

For this research work a total of 30 CSR related items were identified based on the literature review on the CSR dimensions to achieve the stated objective and give an answer for the research questions. The measurement items were developed from the perspective of hospitality and other service delivering industry researches that was conducted in pervious time.

The questionnaire was administered personally, by the human resource department and with manager of the hotels/lodges during giving the questionnaires to the sampled employees. In

some hotels the questionnaire is given to the reception workers to give for the sampled employees. The researcher put the questionnaire in envelopes and orients them, after filling the questionnaire and closed. Based on this the questionnaires are returned in the closed envelope. These and other mechanisms that were used by the researcher increase the response rate of the questionnaires with in the short period of time. For this research work a total of 133 sampled enveloped questionnaires administered and given to 133 sample employees of the hotel/lodges that have a service year of more than one year. Out of 133 administered questionnaires 126 questionnaires are returned. Four questionnaires are not fully responded because of this the researcher remove them and not use in the analysis. Thus, a total of 122 questionnaires were used for the analysis of this research work. Therefore, 91.72 % of the questionnaire was used for the analysis of this research work. This percentage is very high and enough for the research analysis with high survey response rate.

The reliability of the measures were examined through the calculation of Crobach's alpha coefficient, the most widely used methods to test the reliability of the questionnaire (Yalw, 2011). Based on this the reliability of all of these items/ attributes is .906. According to professor Yalw in his book, to measure and understand the respondent's idea for one particular issue, it cannot create a problem and satisfactory up to the reliability test number .65. At the same time he indicated that if the research objective is going to understand the general issues of the problem, the research work is used as a benchmark for further research work and the result will not used for policy and program issuing and making decision it is satisfactory up to .55 reliability number. Therefore, the reliability number of this research work is very good. The reliability score of the research questionnaires (.906) implied that each items in the questionnaires were well understood by the respondents and also the items measure what they had intended to measure or the items used to measure CSR practices of the hotels/ lodges in this study are very highly reliable because the reliability score greater than (>.90) is considered as the very high reliable score (Cohen and et al, 2007). Even each dimensions item questionnaires were also scored a reliable score. The reliability of each items of the research dimension is presented in the table below

No.	Dimensions of CSR	Number of items	Alpha(reliability score)
1.	Workplace CSR related items/ employees	11	.781
2	Environment CSR related items	5	.681
3	Local community CSR related items	6	.776
4	Market place/ customers and suppliers CSR related items	8	.750

Table 3.2 Reliability score of each dimensional item in questionnaire

Therefore, as understood from the reliability score of each dimensions is reliable because of the reliability score above.67 is reliable for any research measurement items (Cohen et al, 2007)

Interview

In order to extract basic and important data from managers of the first level hotels and lodges the researcher conduct interview. The interview type that used in this research was semi structured interview type. Because of semi structured interview is very structured explanatory and descriptive approach. This interview technique is used to find out what is happening, seek new insights, and identify general patterns... Researchers using this technique have a list of topics, and have greater freedom in terms of sequencing questions and modifying them according to the flow of conversation (Altinay and Paraskevas, 2008). The semi structured interview was conducted with the managers of the hotels/lodges in order to understand the in-depth practices, understanding of CSR conception, motives and challenges of the hotels/lodges to undertake the CSR practices. The questions for the interview method of data collection were prepared in advance because in the semi-structured type of interview technique the researcher prepared the interview questions in advance. However, their order can be modified during the interview, based on the perception of what seems most appropriate in the context and flow of conversation and the researcher can also change the way in which the phrase of the questions. In addition, the researcher can provide explanations and omit particular questions (Altinay and Paraskevas, 2008). Conducting Interview with the

managers was logical because of the managers are the major stakeholder in the hotel/lodge and they are more concerned about the motive and practices of the hotel/lodges as well as they also considered as the “referees between investor and employees” (Aoki as cited in Fontaine, 2006). According to Deshpandé and Webster as cited in Lindgreen and et al 2007, the manager have access to, or are themselves, the people in charge of decision making related to CSR, so they have the ability to assess the relevance and importance of stakeholder issues, select which issues should be considered, and participate in implementing the decisions. For this research the researcher approached all the managers but 2 managers were failed for face to face interview rather they prefer the written form of interview. Therefore, based on their preference the researcher gives a written questionnaire for the 2 managers. All of these attempts are the intention of the researcher to identify and understand the hotel/lodges industry CSR practices, motives and to understand their conception over the issue of CSR. Besides these it also triangulate the data collection methods from different dimensions to increase the reliability and validity of this research work.

3.5. Data Analysis and Validity Procedures

After the data collected by using different data collection strategies the data was edited and analyzed to get the proper information. The underlying assumption is that research is stronger when it mixes research paradigms, because a fuller understanding of human or organizational phenomena is gained. The data analysis procedure in mixed survey design depends on the research strategy that is chosen (Creswell, 2003). Most of the time qualitative data are analyzed by using manual interpretation (Veal, 2011). Therefore the qualitative data of this study was analyzed manually by describing immediately after its collection and simultaneously (especially translation of Amharic to English language). During translation the researcher was follow translating the word of interviewees without distorting the meaning. This increase the reliability and validity of the research.

The quantitative data was analyzed by using simple statistical packages by applying descriptive statistics. Statistical package for social science (SPSS) version 20 software packages was used for computations. The advantage of using SPSS version 20 soft ware for the analysis of quantitative data is to display the resulted of the research work in a simplified way. In addition to this it is also important to calculate the descriptive statistics within a short period of time rather using the manual analysis of the data. The analysis of the research work

presented in aggregate level from the response. It was not analyze in individual case of the hotels/lodges. It may arise some question from the reader of this research work. The question is CSR practices are varied from hotel/lodge to hotel/lodge; one hotel/lodge practice the lot and the other involve in small case of CSR issues; therefore it is logical to merge the two extreme points and undermine the best hotel/lodge by the lower achiever. Basically it holed some convincing issues from this point and the researcher also expects this. But the researcher understood that the aim of the research is identification of CSR motives, understanding and practices in the first level hotels/lodges. Furthermore, in related to this one researcher give a convincing issues in hospitality industry “hospitality industry or hotel can represent an independent organizational units but it often happens they are fall under a common umbrella company in legal sense” (Taslidza, 2010 p.52). By considering this situation in methodological and the subject matter of the study CSR the researcher decided to focus in the first level hotels/lodges and analysis the response of employees in aggregate rather than the individual analysis for each hotel/lodge since these hotels/lodges found in the common umbrella of hotel and first level hotel in the city.

To ensure validity, the following strategies were employed: Triangulations of data was one of the strategies to validate the result of this study. The content validity of the questionnaire items were also validated to confirmation with the literature review in qualitative way and with the thesis advisors and with colleagues.

The researcher provides a detail description of the data. Multiple methods of data collection were used to strengthen the reliability as well as internal validity. At the same time the researcher test the reliability of the questionnaires by using Cronbach alpha.

Most of the time in social science and business research work social desirability bias (SDB) is rise as problem. “Social desirability bias reflects the basic human nature to present oneself in a positive manner to others. Typically, this tendency takes the form of over-reporting opinions and behaviors that are congruent with values deemed socially acceptable and under-reporting those deemed socially undesirable”(Sabrina and Cronley 2004 p.432). Most of the time this type of bias raise in sensitive topic of research such as sexuality, injustice, discrimination, behavior and such like sensitive issues. However it is also seen in studying CSR in the organization (Sweeney, 2009). It may arise due to respondents may under report socially undesirable characteristics and over report socially desirable characteristics putting themselves in a more socially acceptable position (Myung-Soo, as cited in Sweeney, 2009).

However different researchers suggest to eliminating the problem of SDB in a given research. For this research the researcher was use some methods to eliminate or decrease SDB. Basically the interview method of data collection SDB is not greatly eliminated because it conducted in face to face with the respondents in this case the respondents give a false information and act as a socially acceptable persons and they try to give an information what they not done/do and report just they done/do it. But the researcher tried to reduce this bias by using try to read the expression of the word. At the sometime the researcher tries to assure the interview is ethical and not harms the hotels and lodges and the respondents itself and explain deeply how it is important for the study. The researcher assured the name of the hotels and lodges and the respondents name is not included and write in the research paper simply the idea is included. The setting of the interview was also considered as the eliminator of SDB. The interview will conduct in private setting between the interviewee and the interviewer. This may increases the validity of the research and the decrease the SDB. Generally the above listed methods increase the anonymity of the interview in the research work explanation of the interview. If a more anonymity it have a chance to be decrease SDB as Sweeney write in his dissertation work in 2009. There is also one method was applied to eliminate SDB in the interview method of data collection by the researcher. This was creating good relation with the interviewees personally. This method is given by the well known researcher of Ethiopia Yalw Endawok in his research guide book (Yalw, 2011).

In the questionnaire method the SDB also reflected. However the researcher tried to reduce this SDB in this data collection method. Among these methods the following are the basic. The first method is anonymity. In this method to reduce SDB the questions was prepared and give to the respondents with envelope without writing their name in the envelope. Then they return by closing the envelope. Secondly, the researcher assure to the respondents feel free and try to convince the questionnaire respondent's the research purpose is only for academic and not commercial and the response is strictly confidential. Besides this the researcher was assure the result of the research is displayed in aggregate not individually. In this case the respondents fell free and give relatively correct answer and decrease the bias. Generally, all the above listed methods were used to reduce the SDB and increase the validity and reliability of the research work.

To enhance the validity and reliability the questionnaire items were given to 9 employees in two second level hotels in the city before the items used for final survey. Based on the

comment and understanding the questionnaires were modified, reduced, reworded and ordered to increase the response rate.

3.6. Ethical Issues

The researcher has a permission letter from the University of Gondar, tourism department in order to make the data collection legalized. The selected hotels/lodges owner or manager was asked to get permission for this research work in their hotel/lodge. At the same time the research uses qualitative approach. Thus, for this research, interview data collection tool was used, the data that are gathered is interpretation with ethically manner and the researcher also free from bias interpretation and consider the privacy of information's and kept them confidentially.

Chapter Four

4. Data Analysis and Discussions

This chapter look at the results of the study in the dimensions of workplace/ employees, environment, local community and the marketplace/ customers and suppliers including the demographic characteristics of the respondents and the overall general understanding of the concept of CSR and the motivation in the hospitality industry in Gondar city within first level hotels and lodges to involve in CSR practices. In addition to these, this chapter pointed out the major challenges of the hotels and the lodges to involve in CSR practices. This chapter on the other hand includes the discussion of the major pervious works of research and theory relation with this specific research work.

4.1. Demographic Characteristics of the Respondents

Table 4.1: The Gender, Age and Length of stay of the respondents in the first level hotels/ lodges

Questions/Items	Category	Number/ Frequency	Percent (%)
Gender	Male	64	52.5 %
	Female	58	47.5 %
	Total	122	100 %
Age	18 up to 25	78	63.9 %
	26 up to 33	27	22.1 %
	34 up to 41	10	8.2 %
	42 up to 49	3	2.5 %
	over 50	4	3.3 %
	Total	122	100 %
Length of stay in the hotel/lodge	1 up to 5 year	105	86.1 %
	6 up to 10 year	11	9.0 %
	over 16 year	6	4.9 %
	Total	122	100 %

Source: survey data (2015)

In Table 4.1 the percentage and frequency of the gender of the respondents are shown. 52.5 % (Frequency=64) of the respondents are males while the remaining 47.5% (Frequency=58)

are females. This figure shows us the number of male and female respondent are almost proportional.

As shown in the Table 4.1 the majority (63.9 % Frequency= 78) of the respondents are found in the age limit of 18 up to 25 year. 22.1 % (Frequency= 27) of the respondents are found in the age limit of 26 up to 33 year, while the remaining 8.2 % (Frequency=10), 2.5 % (Frequency= 3) and 3.3 % (Frequency=4) of the respondents are found in the age interval of 34 up to 41, 42 up to 49 and over 50 years respectively.

In addition to the demographic characteristics of the respondents in Table 4.1 the length of stay of the respondents in the hotel/lodges are found. Among the respondents the majority (86.1 % Frequency= 105) of the respondents are stayed in their respective hotels/lodges less than five year and greater than one year (1 up to 5 year). The remaining 9.0% (Frequency =11) have a service year in the hotel between 6 up to 10 year. Only 4.9 % (Frequency=6) of the respondents have a service year over 16.

As found from the hotels/ lodges document of the employees profile the majority of the respondents educational background was certificate and above including technical and vocational education graduates(TVET), diploma graduates and degree graduates. The maximum educational background was identified master's degree level. All the respondents of this research work have a basic education level with the minimum educational level of grade 8 school.

Demographically all the interviewed manager of the hotels and lodges are male. All the managers are stayed in the hotels/ lodges less than five year. However, most of the managers are served as the manager and different department heads in the hotel industry and other related service delivering industry in differ part of the country.

The numbers of employees (both permanent and temporal workers) in all the first level hotels/lodges are currently reached 747. The employment opportunities in the hotel industry increased in alarming rate and it increases in double fold as compared to the previous years as indicated by the managers. In related with the ownership scheme all the surveyed hotels/ lodges are owned privately. The majority (7 hotels/ lodges) have an operation year below five year while, the remaining three hotels are in operation above five year. This figure indicated

that the majority (70%; Number=7) of the hotels and lodges that was surveyed for this study were below five years operation period.

4.2. General Understanding of Corporate Social Responsibility (CSR)

As found from the interview the concept of CSR is understood by the managers in different and similar ways. Most of the managers understood the term and the concepts of CSR in the business area especially in tourism sector by incorporating the word sustainability, local community, government involvement and different stakeholders in the agenda of CSR. As one manager define and understood it “social responsibility is achieving sustainability of the business by integrating stakeholders in all life cycle of business”. I understood CSR in the general context as it starts from taking responsibility for one self then to your family then to your surrounding and at the above to your country ...in this context in the business CSR means practicing ethical business by taking the responsibility of the surrounding local community as one manager explained.

Another manager understood social responsibility “engaging in the opportunity area of stakeholders to make the opportunities better and engage in problem areas to change it as the opportunity and solve the problems”.

Some managers (2 managers) understood the concept of CSR in the business area as a means of ending and supporting the government sustainability agenda and initiatives or as a “Sharing responsibility with the government”. As one manager pointed out that “social responsibility is the supportive and a complimentary issues for the government rules and regulation for the betterment of the society... here I want to say the concept of social responsibility is not full without the government involvement... but if it is fail to government laws it undermine the social responsible activities of the organization...finally I want to say social responsibility is an extension of government laws...implementing the law effectively is the social responsibility of the organization”. The other adds that “Social responsibility is means of ending the legal issues that are settled by the government”

One manager also understood it in the self initiation and go beyond day to day business operational practices “it is the self initiation practices for any organization ... that is go beyond the declared things by the government and observable actions in day to day

operational practices because our stakeholders expect the beyond practices from us not our day to day routine activities.

Another manager defines it as “it is the way of acknowledging our business partners by doing good things and acting as a good business partner for them”. In related to this one manager add “pushed” issues with the expected thing from internal and external influences. “it is the practice that pushed by the internal and external influence (government, employees, the society at large)...thus for me social responsibility means accepting, tolerating and negotiating the pushed factors for that of external and internal influences ...because they expect and push the business to be responsible otherwise it is impossible to go further without the pushed and expected thing from inside and outside...especially in such people driven business industry...”

When the interviewees asked how they define “social responsibility” the majority mostly inclined to taking and acting responsible to the local community and the government (sharing responsibility) or a means of an end the settled government rule and regulation in stakeholders perspective. It is not surprising they understood the term social responsibility in such way because the term “social” mostly associated with society. Even in our day to day life and someone asked what is “social responsibility”, the first thing comes in our mind is society. At the same time the interviewees associate the term as working with government and share a responsibility with the government. In connected to this in the third world business, the business enterprises strongly need the government intervention and provision of business guide line at the same with rule and regulation for each and every business activities. Because of this, the business enterprises know that working with the government and achieving the ultimate and the settled rule and regulation of the government as their social responsibility.

4.3. Motivation to Practice CSR

As found from the interview with the managers the majority (6 managers) indicated that their motive is differing from dimension to dimension. However in the general concept they explained that their motive was to support the needy/ the local/ environment and as an ethical business practice and in the indirect and direct way it was a means of image building, customers satisfaction, financial performance, employee motivation and a means to an end the social affair of the government.

In the dimensional view the major motive to engage in employee related CSR was to increase the employee motivation, for customers satisfaction (indirectly), to reduce the employees turnover and for the continuity of hotels/ lodges organizational culture. In connection to this as one manager indicated that; “when we involve in better reward, health and safety of the employees, training and capacity building program and job promotion....our employees are greatly motivated in the job happier when they are motivated they do good and satisfy our customers ...generally it create a good business environment...” [We know it as the business strategy].

For the local community dimension the involved hotels and lodges indicated that their establishment involved for the betterment of the local community life and giving back something what gotten from them. In support to this the researcher wants to use the word of one manager “as we are the part of the local community ...we cannot live just like as an island and we live in the ocean of business and people...thus to be a good achiever and good business partner for the locals it is expected and “obligatory” to give something what we can and it also an ethical practice...if we can we donate money... if we cannot have a power to donate money we support in some service support and reduce the negative impact what we put on them as much....”

The motives behind involving in the environmental related CSR was related with the financial performance, cost cutting advantage and to reduce the negative impact to the other stakeholder was the main motive. Thus, as understood from this the establishments are involved in the environmental related activities was to increase the financial performance through reducing costs by reducing energy, water and other internal environmental practiced as well as to reduce the adverse impact of their establishment to other stakeholders like the local community, employees and the environment itself.

The hotels and lodges engage in the customers related CSR practices might include a wide consideration. However, the major motive to engage in customers issues was to increase customer satisfaction and value creation for them and indirectly getting loyal customers as far as to be the business partner.

The remaining managers (one manager) indicated that their motivation for the involvement of CSR is to relate end the rule and regulations of the government. The government indirectly or directly involving in the practices of CSR therefore our hotel engages in these CSR activities simply to support the government social affair.

Generally, as indicated in the motivational reasons that initiate the establishments engaged in the CSR activities they understood their engagement as the benefit for the stakeholders and for their advantage. In related with the motivation and advantage of engaging in CSR activities to stakeholders the major motive was as a means of motivation to the employees, for loyalty of customers, satisfaction of customers and giving back to the community for a better life of the local are the major motives. In connection to the engagement in these stakeholders/ employees, customers/ local community and environment/ practices as the improvement of their business, cost cutting and to reduce the negative impact to the stakeholders that are found in and around their establishment were the main advantages.

4.4. Workplace/Employees Oriented CSR Practices of First Level Hotels/Lodges in Gondar City

Table 4.2: Workplace/ Employees related CSR practices mean and SD of each items and percentage and frequency value for each scale

Items	Mean	SD	1	2	3	4	5	Total % & Freq
			% & Freq	% & Freq	% & Freq	% & Freq	% & Freq	
The management decisions are clear and understandable	3.24	1.25	13.1%	15.6%	19.7%	37.7%	13.9%	100%
			16	19	24	46	17	122
There is an opportunity to continued training and capacity building program	3.29	1.28	10.7%	23.0%	9.8%	40.3%	16.4%	100%
			13	28	12	49	20	122
There is the possibilities for job development and promotion	2.87	1.33	21.3%	22.1%	14.8%	32.0%	9.8%	100%
			26	27	18	39	12	122
Gender equality is properly accepted	4.01	.98	3.3%	7.4%	5.7%	52.5%	31.1%	100%
			4	9	7	64	38	122
There is a possibility to go freely when the employees are on sick and maternity	4.25	.99	4.9%	1.6%	4.9%	41.0%	47.5%	100%
			6	2	6	50	58	122
There is commitment to balance the private and professional lives	3.75	1.15	9.8%	4.9%	8.2%	54.1%	23.0%	100%
			12	6	10	66	28	122
Constructive cooperation and mutual support working atmosphere	3.59	1.24	8.2%	14.8%	12.3%	39.3%	25.4%	100%
			10	18	15	48	31	122
There is a secure job on the long term	2.87	1.06	8.2%	35.2%	22.1%	31.1%	4.1%	100%
			10	43	27	37	5	122
There is a procedures that help to insure the health and safety at work	3.26	1.36	13.9%	19.7%	13.9%	31.1%	21.3%	100%
			17	24	17	38	26	122
There is proper salary system	2.38	1.23	27.0%	40.2%	5.7%	22.1%	4.9%	100%
			33	49	7	27	6	122
There is reward for work	2.70	1.27	18.0%	36.1%	13.1%	23.0%	9.8%	100%
			22	44	16	28	12	122
Grand Mean	3.29							

Note: 1=strongly disagree 2=disagree 3=unsure 4=agree 5=strongly agree.

Source: survey data (2015)

According to the survey result on five- point scale, in Table 4.2 the respondents indicated that their hotels/lodges engaged in specific CSR practices related to employees; the highest mean value scored in the issues of; acceptance of gender equality (mean value=4.01; SD=0.98), an opportunity to the employees to go freely when employees are sick and maternity leave (mean value=4.25; SD=0.99) and balance the private and professional life example adjusting flexible working hour (mean value= 3.75; SD=1.15). In terms of percentage description all the three items were agreed by more than 78 % of the respondents while, the remaining respondents strongly disagreed, disagreed and unsure. Therefore, in the above three statement the first level hotels and lodges involved and practiced in a high level because the mean value is high and the majority (more than 78%) of the respondents are agreed for the statements. For the statement of the existence of constructive cooperation and mutual support the respondents indicated that their hotel/lodge involve in high level with the response percentage of 64.7 % (Frequency=79) agreed. And, the respondents SD value from the mean is no significantly large. That means the respondents response for the statement is almost similar tendency or the respondents response is closer to the mean value on average.

Relatively as compared to the above listed highly practiced CSR activities the respondents indicated that their hotel/ lodge engaged in the clear and understandable management decision (mean value= 3.24; SD=1.25), the opportunity to continue training and capacity building program (mean value=3.29; SD=1.28) and the procedure that help to insure the health and safety at work (mean value=3.26; SD= 1.36) in moderate level. This figure shows that the first level hotels and lodges in the city involved in opportunity for capacity building and training program, understandable management decision, health and safety for the workers in some good level because almost around half of the respondents were agreed for the statements.

56.7 % (Frequency=69) of the respondents are agreed for the statement ‘there is the opportunity to continue training and capacity building program in their hotels/lodges the remaining 44.3 % (Frequency=53) of the respondents are disagreed, strongly disagreed and unsure for the statement. Thus, it indicated that there is something needs to be developed and involve in this practice. Because of in a service-oriented business training and capacity building program for the employees for their improvement of skill and perpetual development are essential due to; customer’s trends and expectations constantly changed (Manzoor, 2012; Cheruiyot and Maru, 2012). Therefore, providing employees with the possibility to develop their individual potential to the maximum contributes to the success and competitiveness of

the enterprise is the basic thing. At the same time, 33.6 % (Frequency =41) of the respondents are disagreed for the statement 'there is a procedure to help the employees for their health safety at work while the remaining 52.4 % (Frequency =64) agreed. This figure indicated that somehow it is good involvement, but it needs some involvement to improve the health and safety at work for the employees.

The respondents indicated that their hotel/lodge practice the following specific CSR issues to a lesser extent/low involvement. These specific issues are; the possibilities for job development and promotion in the hotel/lodge (mean value=2.87; SD=1.33), secure job on the long term (mean value=2.87; SD=1.06), proper salary system (mean value=2.38 SD=1.23) and a reward in the hotel/lodge (mean value=2.70 SD=1.27). In related to the possibilities of job development and promotion and for the secure job condition 43.4 % (Frequency=53) of the respondents are disagreed. For the two statements i.e. proper salary (67.2% Frequency=82) disagreed) and reward system in the hotels (54.1% Frequency=66 disagreed). The deviation of the respondents on these low involvement areas of CSR by the hotels is relatively high or the response of the respondents are relatively far from the mean value. In related to the salary, reward and promotion of work in the hotel and secure job on the long term, Cheruiyot and Maru (2012) also found that the Kenyan hotels involved in this issues at low level; "wage level is not competitive enough and does not satisfy employee basic needs".

The research finding from interview with the manager of the hotels/lodges in related with employee's related CSR issues revealed that their hotel/lodge engaged in employee issues of CSR practices. For example, in related with the safety and security issue of the employees one manager explained that "We believe that our employee's health and safety is our great priority because if our employees are not healthy they are not engaged in the work with their full potential...thus we provide our employees free laundry and hygiene service and recommend to take healthy food and provide other facilities what we have". In related to this one hotel manager also added that "In our hotels we help the employees to minimize their unhealthy habits like smoking cigarettes and over drinking by educating them...in addition, we arrange the possibility to use our hotel facilities in free of charge like laundry service to improve their health status". In contrary to this one respondent of the questionnaire give a suggestion for the safety and security of their working environment "in order to understand the health and safety of our hotel you have to observe our uniform and working environment

in the kitchen (I am a worker in food preparation department)...you observe how much our uniform and kitchen area is dirty and unclear ...it is so bad health and safety condition in this hotel". In addition to this one respondent in the questionnaire suggested as "I am a good swimmer but our hotel cannot invite me to use it" and even some times we cannot get a free launder service and we cannot get other complementary things for our personal hygiene". Thus, what understood from here there is some controversial issues from the employees and managers point of view in related with health and safety issue.

In related with the proper salary and reward system the managers accept and understood that; "the salary is relatively low" as compared to the government salary level scheme and with other manufacturing industries. Here, one manager explained the reason for the "low" level of hotel industry salary system "unlike that of manufacturing industries (manufacture and sell with a fixed price with profit) the hotel industry is differ; it sells the service and products to the seasonal customers with a huge amount of fixed investment(not returned by short time) ...if we pay a high salary for the employees the industry going to be bankrupt and does not return its investment for a short period of time(the owners need the investment to return). However, I want to say confidently the "money" that pays for the employees is very competitive and even sometimes high with other sector including the service charge and other complimentary benefits". On the researcher point of view and evidence from different information sources for this statement there are a lot of arguments. In one point the reason that is given for the low salary level of the hotels and lodging industry is low somehow convincing and good focus (on the view of the researcher). However, the argument and controversy is related with the concept of service charge, tips and other benevolent complementary thing. The first is "the money they get is higher than the other sector" is not a well convincing. Because of its justifications are the shareholders standpoint and few individuals well to lower the salary of the employees. In addition to this; the money they get high, if it is high is not matched with the principle and ideas of service charge and tips in the hotel and lodging industry. Because service charge is a fixed amount of money that added to the bill that used to remunerate the staff (sometimes in percent, in most case an average of 10%) that distributed "fairly" to them. And most of the time service charge and tips are the two justifications of the hotel industries to lower the wage of the workers throughout the world, according to tourism concern report of 2004 for tourism. At the same time tips are also a discretionary. According to the tourism concern report of 2004 for tourism, these two benefits (service charges and tips) are mostly criticized negatively because it creates over

dependency on service charge and tips. The over dependency is also has a negative consequence in the life of the workers and customers service due to the fluctuations in time span that means when tourism is good service charges and tips are likely to be good, and when tourism is bad the workers are forced to live on basic salaries, mostly below a living wage. Service charges are mostly ad-hoc, covert way of hotel management to siphon off/embezzle/steal income that is not taxed, not properly documented and transparent and reported. In the researcher point of view, it is better to adjust the pure salary/ wage system rather saying the money they get is “high” with other benefits including service charge and tips because the researcher believed that the extra opportunities are not last long and the benevolent action of the customers.

On the researchers point of view and based on their motives of the hotels and lodges, when the hotels/ lodges involved in specific issues of employees that are use full for them. Because, if the employees able to get competitive salary and got a good reward for work they will be a highly committed employees to their organization. The managers also indicated that their motive to engage in employee related CSR activity was to increase the satisfaction of the employees and for the satisfaction of their customers through employees indirectly. Thus, the establishments are engaged in more competitive salary and reward for the employee’s satisfaction and loyalty. In support to this Manzoor found that in his research work money is the fundamental magnate to maintain and motivate the employees to the higher performance. Manzoor added that no other incentives or motivational technique comes closer to money in regarding to influential value to the employees work performance. Manazoor again found that; one of the employee’s motivational factors for the employee’s satisfaction and work performance is competitive salary (Manzoor, 2012). Logically, employees who perceive their jobs to be secure and competitive, it offers very committed workers and be “happier” and contribute for the financial and the overall performance of their hotels/lodges. In addition to this the researcher believed that job commitment is a crucial ingredient in the service delivering industry including the hotels and lodges because service delivering industries deals with people; communicate with people for better business not machinery efficiency. They manage peoples; serve people in face to face contact and just other people oriented industry. Therefore, to deal with people the employees are found on the heart and in front page of the industry. Thus, the employees are the major tool for the success of the business. More importantly, as a strategic framework of approach the employees secure job approval and competitive wage and reward system has a good opportunity. In principle and practice, when

the employee's salary and reward system and secure job is well in the organization it is important for the long stay of the employee or the staff turnover is decreases. Directly when the staff turnover is low it is a great opportunity for its organizational culture continuity and lower the training costs to the new recruits.

In theoretical assumption, as Maslow (1943) pointed in his theory of motivation of need; if the employees are not provided adequate and safe working conditions, the social interaction among employees in the work place will not be satisfied. The social interaction among the employees is not in good conditions in the work place through different causes like inadequate wage system and unsafe working environment there is no effective communication, empowerment, social exchange, and such like other social interaction dimensions. In connection to this Cheiruyot and Maru (2012) indicated that effective communication, empowerments, training and capacity building programs are the key dimensions of successful service industry. Therefore, for the indirect and direct importance of adequate salary scheme, reward, training and continuous capacity building program (not satisfactory level in this research) for the hotels and lodges industry it needs to be developed and be part of the culture of the establishments.

Strategically some hotel managers indicated that their hotel has a safety and security practices. In related to this three(3) hotel managers shows their hotel has a written strategic plan and agreement with the hospitals to cover the medical expenses and health checkup every three months for the health of their employees. These hotels also plan to establish life insurance policy.

Respondents of the hotels/lodges from the employee view point indicated less involvement of their hotels with mean value of 2.87 for the promotion and job development practice. However, the some managers inclined to contradict with this issue. For this issue 4 managers indicated that they have a program and practice to develop and give a promotion to their employees when they accept it as necessary through education and based on their performance and experiences.

Besides these the managers indicated that their hotels involved in CSR practices to their employees. Among these practices they pointed out that; initiate and support the employees to organize in union, honestly paying their overtime and service charge, treat them equally without any back ground.

Generally, employees are the true asset of the organization ... even the better of technology and best infrastructure would not be much use if employees don't perform up to the mark and are not satisfied with their current profile. At the same time there is also a convincing way "charity always begins at home"; employees are the immediate and the internal stakeholders who live in and around the enterprise. And there is also a prediction of 80 % of the samples of 1800 13-25 years old wants to work for a company that cares about how its impact and contributes to society. More than half said they would refuse to work for irresponsible corporations in the 2020 (Meister, 2012). Now a day employees want from their employer more than a paycheck they want a sense of pride and personal fulfillment from their work and value creation for their own (Meister, 2012). At the same time Brooke (2013) wrote that more than 80 % of the surveyed respondents are indicated that they consider the social and environmental concern when they decide where to work (employees), what to buy, where to shop and which product and service recommend to others.

In addition to these; the researcher wants to say and use the word of or explanation of Anderson in his book to balance the needs and relation between employees and employers to win in business..."Employees deserve decent incomes and working conditions; the stockholders deserve a reasonable return on their investments; the business must stay competitive; and the community expects some form of support from the business. This is a balancing act that each business must evaluate for itself as a part of its total social responsibility commitment". (Anderson, 1989 p. 181) Thus, it is better to be a responsible enterprise to get competitive, skill full employees, loyal, feel proud employees and loyal customers and "satisfied" employees

4.5. Environmental Oriented CSR Practices of First Level Hotels/Lodges in Gondar City

Table 4.3: Environmental related CSR practices mean and SD of each items and percentage and frequency value for each scale

Items	Mean	SD	1	2	3	4	5	Total % & Freq
			% & Freq	% & Freq	% & Freq	% & Freq	% & Freq	
Conserve energy / example light usage, use of energy efficient equipments	3.58	1.17	8.2 %	11.5%	14.8%	45.1%	20.0%	100%
			10	14	18	55	25	122
Management of waste (example: composing of kitchen waste)	3.99	1.09	3.3%	10.7%	8.2%	39.3%	38.5%	100%
			4	13	10	48	47	122
Involve in environmental issues in the city. Example greening program	3.39	1.16	8.2%	13.9%	26.2%	34.4%	17.2%	100%
			10	17	32	42	21	122
Give environmental information on its services and activities to the stakeholders	3.40	1.12	5.7%	15.6%	29.5%	31.1%	18.0%	100%
			7	19	36	38	22	122
Saving water activity in all areas is practiced (example: low water volume toilets)	4.02	1.01	3.3%	7.4%	8.2%	46.7%	34.4%	100%
			4	9	10	57	42	122
Grand Mean	3.67							

Note: 1=strongly disagree 2=disagree 3=unsure 4=agree 5=strongly agree

Source: survey data (2015)

As shown in Table 4.3 the respondents indicated that their hotel/lodge practiced saving water activities in all areas of day to day activities (mean value= 4.02; SD= 1.01) and in the management of wastes (mean value= 3.99; SD=1.09) in the highest level of engagement areas of CSR. It is clear from Table 4.3 that the most commonly practiced CSR practice of the hotels and lodges was water saving practice with 81.1 % (Frequency=99) of the respondents agreed. Equally, for the statement of ‘waste management’ example in the composing of

kitchen waste, the majority (77.8 % Frequency=95) of the respondents are agreed for the statement. Energy conservation appears to be another common environmental practice with 65.1 % (Frequency=80) of the respondents was agreed. The result of this research also related with other studies that conducted by Sweeney, 2009. In his research work, Sweeney found that waste minimization, water saving and energy conservation are the common practices of the firms indicated that their establishment engaged in a great and quite a great extent level. In the same too, Kasimu and et al (2012) found that energy management, waste management and water conservation through different mechanism was the major common practical areas of environmental related CSR practices with high mean value in seven point Likert scale measurement in Klang valley, Malaysia in hotel industry. Similarly Efiong and et al found that the hotels in Nigeria case study achieved high performance in the environmental sector of CSR (Efiong and et al, 2013). Alzboun also found that the Jordanian hotels greatly (63 %) involved in specific water saving practice in their operation (Alzboun, 2015).

The finding from the interviews with the managers of the hotel/ lodges indicated that their hotels/ lodges involved in different environmental related CSR activities. In a general term the managers shows the involvement of their establishments in environmental issues in two big divisions.

The first division was the involvement in internal day to day operation of the hotels/ lodges through different operational activities. Among those operational activities include started from the general construction design of the hotels/lodges, water saving activities, using power saving light equipments, waste minimization, reusing, awareness raising program to the internal stakeholders/employees and customers, modernized power saving light bulbs.

In related with the construction design the managers indicated that the designs are well to save the power. In related to this statement the majority (6 managers) shows the design of the construction of their establishments are 100 % installed low volume showers and toilet rooms to decrease the flows of water use. At the same time the managers also indicated one important thing i.e; their establishments are not use day lighting system because the construction styles are very suitable for the usage of natural lights during day time or no light bulbs are used during day time in every office, operational working areas and corridors.

In the water saving activity majorly the establishments are involved in their water usage. In related to this as one managers explained the water saving practices “basically practicing water and other power saving activities benefit our hotels through reducing the water bills

and it is opportunity for us to prevent water shortage problem... at the same we also contribute for the saving of water and environmental conservation indirectly. Therefore, it is our business to involve in environmental issues of water saving”.

In related with the waste minimization all the interviewed hotels/lodges managers indicated that they involved in the waste reduction activity in their operation. Besides its role of environmental conservation and sustainability practice the managers indicated that managing waste viewed as the supportive social responsibility for the health and safety of the local community, employees, and customers. To minimize the waste, the managers indicated that their first priority given to the prevention/ give first priority for the cause that lead waste creation. As pointed out by the managers the prerequisite activities to manage the waste are include avoid over purchasing and overstocking, by obtaining feedback from the guests on their preference forecast guests food demand, properly manage food while serve buffet, educating the staff, adopt First In First Out (FIFO) for food storage used to minimize the waste. If the wastes are created after the prevention approach the hotels/ Lodges used donation method before the food is automatically out of use, composing in appropriate place for burning or composing purpose. In connection to waste production in the food system I lesson important information from Fana broadcasting media of Ethiopia on 11/5/2015; there is a group twenty (G-20) meeting in Istanbul in 2015. In this G-20 meeting there are a lot of ministers and leader of the country communicated. In this meeting there is a report from the agricultural ministers in related with food wastage; “around 1.3 billion tone of food was wasted in 2014.... And when we estimate this waste food it feeds around 800 million peoples”. Thus, they conclude that if we manage the food properly we cannot waste the environment and we can feed a lot of million peoples in the world. They recommend; it is better to manage food to prevent waste and eradicate poverty. Thus, on the researcher point of view as a means of CSR; waste management is prevented in the hotel industry by managing food. The researcher believed that “everybody knows cooking a food but the only difference between professional cooker and other ordinary cooker is measurement and prediction of how much food is enough for one person”.

For the issue of using of power saving light bulbs all the interviewed managers are indicated that their hotels/ lodges use power saving fluorescents light bulbs in their establishment. In terms of their implementation of the usage of the power saver fluorescent light bulbs the majority (6 hotels/ lodges) 100 % install this new technology to save the power. Some of

them also install 80 % or 75 % and they have a plan to replace the old and traditional light bulbs to reach in 100% implementation. In connection to this some hotels also use technologically advanced power saver electronics card key. As one manager told me for the importance of this electronic card key “when the customers not in the room automatically with in 20 second all lights and televisions and any other opened equipments are closed/ switched off/ shuts off”.

In related with the reusing program it used by some hotels (2 hotel) reuse linen and towels in the guest rooms by requesting the customers. As they explained that if the guests stay in the hotel room more than one day, they request the customers to use the linen for the next day to save water, cleaning products and laundry energy as well as human power. Internally, the majority of the hotels and lodges (6) have an awareness raising program to the employees and the guests in their hotel/lodges. The managers indicated that they always inform and educate their employees to be an environmentally aware and use energy, water in saving manner and never over use. At the same time they have also an awareness raising program to their customers to save water and electric power based on the “use and switch off” sign post in the guest rooms and other power using areas. All the hotel and lodges managers indicated that their establishments did not involve and use recycling practice.

Therefore, as understood from the result of this study the first level hotels and lodges in Gondar city greatly involved in water saving, energy conservation and management of waste. That means the hotels and lodges more engaged in environmental issues in their operational practices in their day to day activity.

Basically, it is not surprising the hotels and lodges are involved in high level in energy management, water saving and waste reduction practices since, these issues are economical (through cutting of costs), as a common means of interaction with other stakeholders and related with the safety and security of the employees, the customers, and the major challenges that expressed by the interviewees to their social responsibility way. The majority of previous researches indicated that engaging in water saving, waste management and energy conservation practices reduce cost and economical, not only contribute for the environment but also to the organization too. Several studies have indicated that economic benefits can be achieved in hotels through implementing environmental and social initiatives; many with little or no capital. As Brooks indicated that “a hotel can reduce its energy consumption by 20-40% without adversely affecting performance.”As found by Kasim; Green practices save

money, attract new customers, and help to preserve the natural environment which much of the tourism industry is dependent upon.

Thus, by understanding this cost and other importance of practicing CSR in the business it is better to engage more in energy conservation and other environmental issues unless it can not affect the profit margin and performance.

In related with the two questions i.e. involved in environmental issues in the city and gives environmental information on its services and activities to the stakeholders the respondents gives a mean value of 3.39 and 3.40 respectively. In percentage explanation more than half of the respondents are agreed for the question the hotels/ lodges involved in environmental issues in the city (see Table 4.3). Therefore, the finding revealed that the establishments involved in waste and energy management and water saving activity greatly. As compared to internal energy and waste management as well as water saving activities, the establishments involved in external environmental activity in the city and give environmental information to its stakeholder in some extent level. However, still the establishments are practiced external environmental related CSR practices.

The second area of the involvements of the hotels/ lodges in the environmental related CSR activity was external dimension that was found from the interviews. The hotel managers explained that their establishment not involved in external environmental conservation program. However, it does not mean that the entirely their establishment did not involved in external environmental programs; some of the hotels/lodges involved in external environmental programs. The employee's respondent's response also affirmed that the establishments are involved in the external environmental CSR issues but unlike the internal environmental issues not highly practiced. The external environmental practices of the hotels/lodges that pointed out by the managers are supporting environmental oriented programs that organized by NGOs and environmentalists indirectly, greening programming. In connected to this one manager explained that "our business is depend on the environmental purity of the surrounding...besides our waste management and saving program internally we support the city municipal for its environmental program and we plant trees in our surrounding by organizing our employees and co-workers from the city". For the external involvement of the hotels/ lodges in environmental issues the respondents also give relatively a lesser practiced work with mean value of 3.38. However, the hotels/ lodges greatly involved with good mean value and high agreement for the statement in internal operational

environmental practices such as water saving activity, waste minimization, giving of environmental information to its stakeholders, conservation of energy (see Table 4.3). As a general involvement; the first level hotels/ lodges in the city involved in environmental related CSR activities with a grand mean value 3.67 and in a detail explanation from interview in a good condition. It shows that the establishments are involved in the environmental concern in good manner. In the external dimension of environmental issues it is not fully addressed and all the managers are not indicated their involvement in the environment.

4.6. The Market Oriented CSR Practices of First Level Hotels/Lodges in Gondar City

Table 4.4: market place/ customers and supplier related CSR practices mean and SD of each items and percentage and frequency value for each scale

Items	Mean	SD	1	2	3	4	5	Total % & Freq
			% & Freq	% & Freq	% & Freq	% & Freq	% & Freq	
Provides information that is truthful, honest and useful to the customers	4.11	1.15	7.4%	2.5%	9.8%	32.0%	48.4%	100%
			9	3	12	39	59	122
provide healthy and safe product and services to the customers	4.31	.89	1.6%	4.1%	6.6%	36.9%	50.8%	100%
			2	5	8	45	62	122
Provide customers service support	4.03	.97	2.5%	7.4%	8.2%	48.4%	33.6%	100%
			3	9	10	59	41	122
Solve service and product complains timely to the customers	3.84	1.21	6.6%	13.1%	4.1%	42.6%	33.6%	100%
			8	16	5	52	41	122
Protect customers data and privacy	4.04	.99	4.1%	4.9%	8.2%	48.4%	34.4%	100%
			5	6	10	59	42	122
Give social and environmental education to the suppliers	3.37	1.18	9.0%	13.1%	27.9%	32.0%	18.0%	100%
			11	16	34	39	22	122
Promote the small and medium enterprises and unions to be the suppliers of the hotel	3.49	1.22	9.8%	12.3%	16.4%	41.8%	19.7%	100%
			12	15	20	51	24	122
Buy from local suppliers as much as possible	3.24	1.12	8.2%	14.8%	36.1%	27.0%	13.9%	100%
			10	18	44	33	17	122
Grand Mean	3.80							

Note: 1=strongly disagree 2=disagree 3=unsure 4=agree 5=strongly agree

Source: survey data (2015)

Tables 4.4 examines the summary of the percentage and frequency of the respondent's response for each scale in five point scale , SD and mean value for each item for the market place/ customers and suppliers issues of CSR related statements are presented. As shown in

this Table the majority of the respondents are indicated that their hotel/ lodge engage in providing a healthy and safe products and services to the customers (mean value=4.31; SD=0.89), provision of information that is truthful, honest and useful to the customers (mean value 4.11; SD=1.15), provision of service support to the customers (mean value=4.03; SD=0.97), protect the customer's data and privacy (mean value=4.04; SD=0.99). For all the highly practiced customers related CSR practices that are explained above more than 95(80%) respondents agreed for the statements (see Table 4.4). The deviation of the respondents from the mean value is also not significantly large. This shows that the respondent's response was not significantly varied on the statement. Generally, as understood from Table 4.4 the respondents indicated that their hotel/ lodge involved in the customers related CSR activities in high percentage (more than 80 %) of agreement and high mean value for each statement. Therefore, this figure shows the establishments are involved in customer's related CSR activities in high level.

In the market place area of CSR practices the issues of suppliers are incorporated. In related with the supplier's issue of CSR the respondents indicated that their hotel/ lodge involved. For the statement their hotel/ lodge promote the small and medium enterprises and unions to be the suppliers of the hotel/lodges 61.5 %(Frequency=75) agreed. This figure shows the establishments are involve promoting the small and medium enterprises and unions to be the supplier of their hotel/ lodge. 50% (Frequency=61) of the respondents also agreed for the statement giving social and environmental information to the suppliers. As compared to other CSR suppliers related issue the respondents indicate that, the establishments involve n purchase from local suppliers issue with 40.9% agreement or 50 number of respondents

The finding from the interview with the managers also revealed that their establishments are involved in market place CSR activities highly. They indicated that their hotels are highly committed for the customers. For the safety and healthy product and service provision almost all the interviewed managers strongly involved. In connection to this one hotel manager explained that "our customers are our businesses because they are the sources of our employee's satisfaction, the great payer of our employee's money and other opportunities ... in general they are the means of our survival in the business. Thus, we try to work satisfying and providing healthy products and give any service support when they need in every situation". One managers also added that "...from our customers we don't need only money we need also their satisfaction and socially responsible guests. We give education and aware

them to respect the culture and tradition of the locals”. In support to this i.e. the high involvement of the hotels and lodges in the customers related CSR, Polasek found and categorize customers dimension of CSR in economic level. Therefore, it is not surprise the first level hotels and the lodges in Gondar city more involve in customers related issues of CSR because customers are the economic stakeholders and it is convincing and at the same time logical to accept the hotels and lodges achieve their economic sphere by involving in the customers related CSR issues.

Moreover, one hotel manager also explained their social responsibility to the customers in the following way “Well we try to meet the international standardized hotel service deliverer and to be one of the four/ five star ranked hotels in the country...thus to meet this international standards we involving in customers safety and security and giving standardized service is one of the major criteria. Therefore, to meet this standard the first priority of our hotel is the issue of customers. To achieve and meet this we try to meet Hazard Analysis Critical Control Point (HACCP) standards of food and beverage service. This HACCP system is now a well known internationally standardized in the hotel industry especially in the food and beverage standardization”.

Generally, as found from the interviews almost all explained that taking and considering their customers was their major priority and they also explained that the customers are the backbone of their survival. Thus to survive in the business environment it is the major task to protect the privacy, delivering a healthy food and drink, aware them in their any activities in the hotel/lodge as far as possible. In related to this one manager explained “satisfying of customer is not the end result” what I mean in the ancient business context satisfaction comes after takes the product and services in the establishment and the decision of satisfaction comes after testing it. But now the trend is changed ‘eye first eat’.

More importantly, on the researcher point of view it is not surprise the hotels and lodges involved in customers related CSR activities because the customers of the business enterprises are their source of income and their ultimate goal of the establishments are customer’s satisfaction. Therefore, when the enterprises engage in CSR practices to the customers the customers are satisfied with the service support and product quality. Different research works also found that placing the customers and engaging in customers related CSR is very important. At the same time the trend of world business turned in to customer’s management issues more for better achievement and understood the trend. For example, the

survey research result that conducted by fox business and written by Brooks in 2013 shows that “more than 90 percent of the consumers surveyed are more likely to trust and be loyal to socially responsible business... as compared to the business companies as compared to don’t show these traits”....Just only 6 percent of the customers surveyed believe the singular purpose of business is to make money for shareholders.

In specific issue of solving service and product complains timely to the customers, the respondents indicated that their hotel/lodge engaged more with more than 75 % of agreement response. It was promising and strongly recommended to engage more in this issue because it is a business case for the establishment’s customer’s satisfaction. In connected to this statement as one survey report indicated that; One in every five purchases of products and services by the consumer results in dissatisfaction with something other than price and roughly one in every three complaints is not satisfactorily resolved (Andersen and Best, 1977). Therefore, it is better to think this risk of unresolved complains of the customers and the importance of satisfying customers with timely manner in the business.

Therefore, it is better to come up with this truck of business, socially responsible and understanding of customer’s needs and wants for the success and the surveyed hotels and lodges in this research work also should understood business trend and engage more than what they engaged now in customers CSR issues to create a real value. Because, there is one conscience in the world business research survey work “three out of five new businesses fail because of their owner failed to please their customers including not honest to the customers”(Brooks, 2013)

In related with the suppliers oriented CSR issues the managers indicated that their hotels try to educate their suppliers but they have not involved in well organized educational campaign to the suppliers. The majority (5 hotels/ lodges) indicated that they cannot involve in the encouragement of small and medium enterprises as well as the unions to be the suppliers of their hotel/lodges. However, they indicated that their door is open for the enterprises that want to be the supplier of their hotels/ lodges as far as they came up with rule and regulation of supply chain system. In the purchasing activity all the interviewed hotels/ lodges explained that they purchases from the local suppliers for their daily consumption and they also purchases what they get in the city and the local areas. For the huge machinery and any

material that cannot get from the local market they engage and purchases from the market from Addis Ababa and Bahir Dar.

As far as concerning the supplier's issue, as found from interview almost all the interviewed hotels/ lodges have not involved in any illegal marketing and in supply chain involvement. They indicated that they cannot involve in any deception activities. They tried to buy from the local suppliers in fair price and the current market condition by considering quality, availability and price.

4.7. Community Oriented CSR Practices of First Level Hotels/Lodges in Gondar City

Table 4.5: Local community related CSR practices mean and SD of each items and percentage and frequency value for each scale

Items	Mean	SD	1	2	3	4	5	Total
			% & Freq	% & Freq	% & Freq	% & Freq	% & Freq	% & freq
Give Financial donation to the community	2.99	1.21	10.7%	28.7%	24.6%	23.0%	13.1%	100%
			13	35	30	28	16	122
Give material donation to the community	2.89	1.13	12.3%	27.9%	24.6%	29.5%	5.7%	100%
			15	34	30	36	7	122
Involve in and Cooperate community projects, infrastructure and other social affairs	3.26	1.19	8.2%	21.3%	22.1%	32.8%	15.6%	100%
			10	26	27	40	19	122
Encourage its employees to engage in community volunteer programs	2.95	1.27	11.5%	34.4%	15.6%	24.6%	13.9%	100%
			14	42	19	30	17	122
Financially support activities (arts, culture, sports) in the communities /sponsorship/	3.52	1.23	8.2%	13.1%	22.1%	31.1%	25.4%	100%
			10	16	27	38	31	122
Employee from local community by giving priority	3.44	1.37	14.8%	13.1%	9.8%	37.7%	24.6%	100%
			18	16	12	46	30	122
Grand Mean	3.17							

Note: 1=strongly disagree 2=disagree 3=unsure 4=agree 5=strongly agree

Source: survey data (2015)

On the five point scale of measurement in Table 4.5 the respondents indicate the involvement of their hotel/ lodge in the community oriented CSR practices. As shown in this Table; the respondents indicated that their hotel/ lodge engaged highly in the issues of financially supporting arts, culture and sport in the community or sponsor those activities (mean value of 3.52; SD=1.23) and employee from the local community by giving first priority (mean

value=3.44; SD=1.37) respectively with others areas of involvement. For these two statements more than half of the respondents are agreed (see Table 4.5).

To a lesser extent the respondents indicated that their hotel/ lodge involved in the issues of donation of material to the community (mean value=2.89; SD=1.13), donation of money to the community (mean value=2.99; SD=1.21) and encourage its employees to engage in community volunteer programs (mean value=2.95; SD=1.27). As understood from here the majority of the respondents are whether they disagree and strongly disagree for these three statements and low level of involvement of their hotel/ lodge in these community oriented CSR practices (see Table 4.5).

The finding from interview revealed that the hotels/ lodges does not involved in the extensive direct financial and material donation to the community. Some hotels (two hotels) donate money to the local community in yearly based from birr 15,000 to 20,000 as a strategic framework. However, remaining hotels and lodges going to donate and involve in community oriented practices without strategy and on one shot. In related with donation for the community all the interviewed managers indicated that their hotel/ lodge involved indirectly to community projects rather than donating extensive money and materials. The managers pointed out that their establishment practiced supporting institutions and community affair issues that acted as the representative of the local communities. As one managers explained that “it is impossible to donate money to the locals directly... however, we give some money to the needy (elders...) and religious institutions in irregular ways...at the same time we cannot do it...it is out of our power and it cannot visible... but the best way of supporting the local community is supporting NGOs, local community affairs, educational institutions, medias, and any other associations and institutions that acted on the behalf of the local community issues”.

All the interviewed managers pointed out that employment creation was the major thing for their CSR practices to the local community.

For the matter of investigation the researcher wants to borrow the best explanation and word in theoretical explanation of Robert Cushman as cited in Anderson book ‘Business does not operate in a vacuum, but as a social institution interacting with other social institutions. What business does affect its community; in turn, the people's good will and trust are essential for business to fulfill its primary role, which is to provide goods and services’(Anderson, 1989 p.180) . On the researcher point of view depend on the above theoretical quotation it is better

to involve in community affairs to “doing good for better business”. And, any business does not exist without the interaction with different stakeholders that live in and around the establishments including the local communities.

4.8. Challenges of First Level Hotels and Lodges in Gondar city to Engage in CSR Practices

Lack of awareness:

As found from interview the major challenges for the hotels/ lodges to be socially responsible was the issues of lack of awareness. For this challenge it has a lot of sources to raise. According to one interviewed manager “I have a doubt over the educational institutions how they cultivate the graduates with a limitation of professional ethics and business ethics... when the graduates meet the hotel industry they are limited awareness about their profession and responsibility over the stakeholders ...they join in the industry for merely as an employees of the hotel ...at the sometime we began from the scratch to aware our employees to be a socially responsible employees”. The problem of professional ethics and business ethics was also supported by the majority of the hotel managers.

At the same time lack of awareness from the local community is also arises. In related to this one managers told me “we contribute something for the local community by improving the lives of the people through creation of employment, employing more from the local, purchasing from the local for daily consumption, involve in the community oriented religious and social issues but the local community does not understood it is our CSR activities to them and they lack a knowledge in related to CSR activities ...they blame us by saying “they are simply earn profit and they cannot do nothing for the community”.

Time constraints

Some hotels/lodges reported that it takes time to involve in the community issues and it considered as the additional burden to the stakeholders especially to the employees.

Lack of proper guideline

The majority (6 managers) of the hotels/lodges emphasized the problem from the government role in the socially responsible activities. “The role of the government is to guide and evaluate the practices of the hotel/lodge in all areas and we need the government advice and

guideline. Even we cannot get what the expected thing from the government and facilities. The facilities and infrastructures are our essential thing we need strongly from the government. We are in financial problem due to the improper working of infrastructures and facilities” as one manager explained the problem. In related to this when one manager told me “our cables burned out due to the electric supply problem... and we have no option to work with generator and consume a huge amount of energy with non renewable resources... thus we consume a lot of non renewable resources and pollute our environment... at the same time our customers are not satisfied. After all we are not environmentally responsible and failed to satisfy our customers finally we failed to socially responsible hotels due to the indirect negative impact of the government”. In related to this one hotel manager added that “even taking and acting as a social responsible institution is a commitment of the institution itself and the issues that addressed to survive in the business. However, social responsibility is a means to achieve sustainability of the society by cooperating with institutions and other civil organization. To achieve the better social responsibility activities the government should support business institutions by educating them and continuously monitoring the activities that carried out by them”. One manager also added that “I don’t know why the government only need a finance report... it is mandatory to establish a reporting guideline besides finance”

As some questionnaire respondents comment that the government/ the culture and tourism office in the city does not work in the employee’s issue in the hotel industry. As one respondent indicated that the culture and tourism office of the city always silent and talk about the economic gain from the tourism sector ...they don’t wary about the human resource condition in the hotel industry...I think they have a responsibility to evaluate the hotels human resource condition and provide some legislative and policy issue but, as far as I know they are not evaluate the hotels...

Basically, Ethiopia lacked the proper guide line for CSR activities of the business (United Nation Global Compact strategy for Africa, 2014). However, there is a concept of CSR in Ethiopia, but it is not clear or it found here and there in the rule and regulation form. It is possible to adopt and modify in the Ethiopian context from international organization like from ISO 26000 guideline of CSR, United nation global compact guideline for CSR, business leader’s initiative for human right (BLIHR) and other international organizations. In country level it is also possible to adopt from European countries CSR implementation guide.

According to the United Nation Global Compact strategy for Africa in 2014, Ethiopia and Angola from African countries cited as an example of lacked a guide line of social responsibility initiatives but Ethiopia cited as the first potentially rich country to develop the guideline because of the development of private business enterprises. In Africa some countries has also a CSR guideline and involved greatly in CSR concept based on their guide line like the country of Morocco, Tanzania, Ghana, Mozambique, Kenya, Zambia, Zimbabwe, Uganda, South Africa, Mauritius, Nigeria and other African countries. Thus, it is possible to adopt and prepare a nationwide CSR guide line for Ethiopian business enterprise to localize CSR agenda.

Lack of cooperation among the hotels and lodges and the stakeholders

Some hotel managers explained that most of the hotels/lodges in Gondar city lack cooperation to work something good to the society, the employees and other stakeholders. The managers indicated that the first level hotels in the city in particular the hotels of Gondar city have not communicate each other and the hotels are not involved in a well organized hotel owners association. However, in the recent time there is some attempt to establish a well organized hotels association in the city. This disorganization of the hotels creates some obstacle to engage in the community affairs. In related to the cooperation problem among the first level hotels and lodges in the city as one manager describe the situation “even one hotel work something good to his employees, local communities...the hotel always boost by one shot good thing rather sharing the experience to the other hotels and lodges for better common development...”

As the managers indicated that besides the lack of cooperation among the hotels and lodges there was also a lack of cooperation from the employees with the hotels and lodges in doing good activities. Sometimes even they involved in such extra good thing practices they need an extra and bonus money.

Lack of technology and the know how

For this problem or challenges the managers indicated that; to be socially responsible business institution it needs technology and knowhow about it especially to achieve social responsible activities in environmental issues it needs technologically advanced equipments. In connection to know how and skill problem the managers pointed out that they faced

technical skill including technical expertise, understanding the evaluation and impacts, stakeholder dialogue and understanding sustainability skill.

The costly nature of CSR

Practicing socially responsible activity needs good invested money especially in environmental and community oriented CSR activities. The costly nature of CSR is not always related with the practice itself it is also related with market fluctuation. As the managers indicated that when the market is fluctuated the profit margin is decreased; when the profit margin is decreased the expected things for the employees, local communities is not fulfilled.

The attitude of the owners

Some of the interviewed hotel manager (2 managers) pointed out that the owners of the hotels have no confidence to the professionals; they want to intervene in each and every activity of the hotels.

Too many sponsorship questions

The issues many sponsorship question is one problem raised by the managers. As one manager indicated that many sponsorship and support questions are asked to our hotel. These many sponsorship questions are create a problem. This problem is related with the owner and the manager always tired and boredom to see every sponsorship questions.

In support to this one manager describe this problem “in our hotel so many sponsorship questions are comes from differ sectors; educational institutions, sport clubs, unions, governmental institutions... I always think that they only ask this hotel ...if they ask other it is tiresome and it considered as over dependency over others... even they cannot know how they ask and when the sponsorship questions are not accepted the requestor’s umbrage and blame us.

Chapter Five

Conclusion and Recommendation

5.1. Conclusion

This research work set to describe the motives of engaging in CSR, the general understanding for the concept of CSR, CSR practices and challenges in first level hotels/ lodges in Gondar city, Ethiopia. The practices were particularly focused in regard to the CSR dimensions of workplace/employees, environment, local community and market place/customers and suppliers.

In the general understanding local community was the most cited stakeholder followed by the government to define the concept of CSR. Employees, customers and environment noted by the interviewee's one after the other. The term sustainability was also used significantly to define the concept of CSR. The managers understood CSR as taking a responsibility to the local community by any means of intervention and at the same time they understood CSR as "sharing of responsibility" and a "means of ending the government rule and regulation that are settled by the government". And some other manager also understood the concept as a "self initiation activity" and the means of acknowledging business partners that involve in the business chain through involving in the opportunity areas and problem issues that faced them.

The motivational factors to engage in CSR practices differ in different dimensions. In related with the engagement of CSR practices to the employees was to help the employees and for the satisfaction and motivate them in their work. For the local community the establishments involved in order to address in time of need and to make them as a business partner. All in all the majority of the hotels and lodges motivated to practice the CSR in their business inclined to help the needy directly and to be an ethical business enterprise. And, they indicated that they involved to get loyal customers and employees and for their image building, financial performance and finally to live within the business sustainably.

In this research the CSR practices of the hotels/ lodges were organized in four headings; workplace/employees, environment, local community and marketplace/ customers and suppliers. Firstly, the finding in relation to the work place/ employees, the most common practices of the hotels/ lodges involved are gender equality acceptance, the employees are free to go freely when they are sick and maternity leave, constructive cooperation and mutual

support working environment and the commitment of the hotels/lodges to balance the private and professional life example flexible working hour. As compared to the highest practiced areas in related to the employees the establishments are involved in some how good level in the issue of opportunity for capacity building and training program, health and safety for the workers. To a lesser extent, the first level hotels/ lodges in the city involved in job development and promotion, secure job on the long term, proper salary system and reward system. The majority of the managers also indicated that their establishment involve in initiate and support the employees to organize in union, honestly paying their overtime and service charge, treat them equally without any back ground. Some hotels and lodges accepted the low involvement areas found in their establishment but some contradict with some ideas example for the proper salary system and job promotion and development

Secondly, the study found that the most common environmental practices towards the environment are; water saving, waste management and energy conservation. To a lesser extent, as compared to other environmental activities the hotels/ lodges involved in environmental issues in the city example in greening program. The study found that there are also some other environmental CSR activities like HACCP standard, electronics key card system, reusing, awareness raising program to the internal stakeholders/employees, First In First Out (FIFO), and customers and supporting environmental supporting NGOs and programs in some hotels.

Thirdly, the study found that the most popular practices in relation to the local community was financial support of arts, cultures and sporting activities in the community and employee from the local community by giving first priority. The low involvement of the hotels/lodges for the local community was seen in the issues of financial and material donation to the local and the encouragement of its employees to participate in community voluntary programs.

Lastly, in relation to the marketplace/ customers and suppliers issues the most common activities are: provision of healthy and safe product to the customers, Provides information that is truthful honest and useful to the customers, Provision of customers service support, protect customer's data and privacy, Solve service and product complains timely to the customers. All in all the first level hotels/lodges in Gondar city greatly involved in customers related CSR activities. As compared to the customers related CSR activities the establishments are less involved in supplier's issues of CSR in the marketplace. But most of the managers indicated that their establishment not involved in any illegal marketing/ cannot

involve in any deception activities, buy from the local suppliers in fair price and the current market condition.

The finding of this research work pointed out that the major challenges for the first level hotels/ lodges to practice CSR is mostly related with the government side and lack of proper guideline, lack of awareness, lack of technology and knowhow, the attitude of the owners, time and money constraints.

Despite the new efforts to identify the CSR practices, motives, understanding and the main challenges in the hospitality industry in the case of the Gondar city first level hotels and lodges, a more research work needed to develop, identify other CSR specific issues and challenges and needed to measure the effect and relation of these practices with financial performance, customer loyalty and satisfaction, customer satisfaction and in general its relation with other sustainability agenda in the hospitality industry.

5.3. Recommendations

Recommendation to the First Level Hotels and Lodges in Gondar city

- The first level hotels and lodges in Gondar city should introduce and engage more in employee's related issues especially in the implementation of competitive salary and reward, secure job on the long term, employee promotion and job development, healthy and safe working environment in their establishment.
- The management decision should be clear and understandable to the employees that are developed by the first level hotels and lodges in Gondar city.
- Training and capacity building programs should be put in the center of the first level hotels and lodges in Gondar city organizational culture.
- Besides their internal environmental social responsibility (water saving, waste management, energy management, awareness creation program to the employees and customers in relate to environment ...) practices it is better the first level hotels and lodges in Gondar city engage in external environmental conservation program (like greening program, cooperation work with environmentalists...)
- In connection with the local community oriented CSR activities like financial and material assistance to the local the first level hotels and lodges in Gondar city achieved low level. Therefore, it is better to involve in such issues.

- To involve in sponsoring practices the first level hotels and lodges should be selective, strategic and concentrate on which issues need a priority and critical to sponsor.
- It is good beginning engage more in the customers oriented CSR practices by the first level hotels and lodges in Gondar city. It also better to involve in the supply related CSR practices in the marketplace including engaging in buy from local suppliers, give social and environmental education to the suppliers, support and encourage enterprises and unions to be the suppliers of their hotel and lodge.
- The first level hotels and lodges should share experience each other or read the best CSR practices that identified in this research work and adopt the best in their establishment. For example HACCP standards was indicated by only one hotel that initiated to implement, free medical care to the employees initiated by some hotels only, key card system to save energy only adopted by few hotels, reuse linen and towels for saving of water, energy and human resource.
- The first level hotels and lodges in the city should coordinate each others for the better involvement and achievements in the social responsibility agenda.
- The first level hotels and lodges in the city should use their internal stakeholders (employees) for their better social responsibility achievement in community oriented volunteering activities.
- It is strongly recommended, the owners of the first level hotels and lodges in the city should gives a full management freedom for the manager's to act independently without the improper intervention.
- The first level hotels and lodges in the city should publish their "social responsibility" practices in their website and in other communication Medias because it is very important to customers value creation. More importantly it is also very important to increase the level of awareness of their employees and the local concerned stakeholders to give information how the first level hotels and lodges in the city is responsible to the society, the employees and other stakeholders. It also important for research purpose in the future.
- The first level hotels and lodges in Gondar city should organize an awareness rising program to the local community, customers, suppliers and the employees in related to their social responsibility activity in order to create a good relation with them and for batter achievements in the issues of CSR.

- Without waiting the government guideline for CSR practices the first level hotels and the lodges of Gondar city better to prepare the strategy and guideline for their respective establishment by their own for better engagement in CSR practices.

Recommendation to the Government Bodies

- The finding revealed that the government related obstacles create problems for the first level hotels and lodges to their involvement in CSR practices and they also indicated that the government only needs financial reporting. Thus, the government/culture and tourism office of the city should establish a reporting guide line to their performance for their CSR activities of employees issue, local community initiative/practices and best practices and environmental issues. That means it is better to develop a “social auditing” system for the first level hotels and lodges in Gondar city.
- The first level hotels and lodges in Gondar city need the intervention of the government and the provisions of the guideline and advice to their practice. Therefore the government should prepare and provide the guideline and awareness creation program.
- The government/culture and tourism office of Gondar city should support the first level hotels and lodges in Gondar city by providing technologically advanced equipments and support them in technical issues to raise the know how in the technology usage to be more effective and efficient in energy, water and waste management and other environmental issues.
- The educational institution/ technical and vocational training institutions/ universities/hotel management training institutions should give their graduates the skill of good professional and socially responsible employment ethics in the work place with appropriate business and professional ethics development.
- Culture and tourism office of Gondar city should evaluate and follow up the first level hotels and lodges in Gondar city in related with the employee’s issue of the establishment such as working condition, health and safety issues.

5.2.3. Future Research Direction

The researcher recognizes that the employees and the managers of the first level hotels/ lodges might show their institution differently from other outside concerned bodies. Therefore to eliminate this bias, further research should employ multi-respondents and informants research design besides the researcher attempt to reduce such bias. That means survey of customers, investors/ owners, local community, suppliers, government body, media and other governmental and non governmental institutions could be combined to obtain a better understanding and identification as well as assessment of CSR practices and challenges will be employed.

There is also a possibility of applying longitudinal study to the concept of social responsibility in the hospitality industry of first level hotels and lodges in Gondar city. Furthermore, this CSR related practices identification replicated in the other hospitality establishments/ second and third level hotels and lodges, restaurants, cafes ...) and other service delivering institutions in the city of Gondar and in Ethiopia.

Since, it has not yet been proven whether there is positive or negative relationship between CSR and financial performance. It is possible to conduct a study on the relationship between CSR and financial performance, reputation, employee and customer's loyalty, image building in Ethiopian hospitality industry context in general and Gondar city in particular.

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Appendix I: questionnaire

Cover Letter



Department of Tourism management

Questionnaire for the Employees of the Hotel

Dear/ Sir/ Madam....

This research questionnaire given to you is used to the research thesis entitled with practices and challenges of corporate social responsibility in first level hotels and lodges in the Gondar city.

The main aim of this research thesis is to identify the existing corporate social responsibility practices and the challenges they face to practice it in the hotel industry. The research has been undertaken for academic purpose only. Your goodwill in taking the time and filling and writing up the questionnaires answer and your comments will be genuinely appreciated.

Please be advised that the research will be conducted in full confidentiality as information about the hotel. Your name and the hotels name also not written in the research thesis the response provided by you strictly analyses confidentially and the result displayed in aggregate not individual case. In case you have any concern regarding this research you can contact me and my advisors at

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I am thanking you in advance for your support and willingness to participate in this research work.

Tesfaye Fentaw (Students of Master of Art (MA) degree in Tourism and Heritage Management program)

Part one: Background information about you

1. Sex :

Male ☐

Female ☐

2. Age: 18-25 year ☐ 34-41 year ☐ over 50 year ☐
 26- 33 year ☐ 42-49 year ☐

3. Year of service in the hotel/ lodge

1-5 year ☐

11-15 year ☐

6-10 year ☐

Over 16 year ☐

Part two: questions

Instruction One: Please respond the following questions based on your level of agreement by ticking one box only for each statement

No	Items	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
1	The management decisions are clear and understandable					
2	There is an opportunity to continued training and capacity building program					
3	There is the possibilities for job development and promotion in this hotel					
4	Gender equality is properly accepted					
5	There is a possibility to go freely when the employees are on sick and maternity whenever appropriate					
6	There is commitment to balance the private and professional lives (example. Flexible working hours)					
7	The working atmosphere characterized by constructive cooperation and mutual support					
8	There is a secure job on the long term					
9	There is a procedures that help to insure the health and safety at work					
10	There is proper salary system					
11	There is reward for work					
12	Conserve energy / example light usage, use of energy efficient equipments					
13	Management of waste (example: composing					

	of kitchen waste)					
14	Involve in environmental issues in the city. Example greening program					
15	Give environmental information on its services and activities to the stakeholders					
16	Saving water activity in all areas is practiced (example: low water volume toilets)					
17	Provides information that is truthful, honest and useful to the customers					
18	provide healthy and safe product and services to the customers					
19	Provide customers service support					
20	Solve service and product complains timely to the customers					
21	Protect customers data and privacy					
22	Give social and environmental education to the suppliers					
23	Promote the small and medium enterprises and unions to be the suppliers of the hotel					
24	Buy from local suppliers as much as possible					
25	Give Financial donation to the community					
26	Give material donation to the community					
27	Involve in and Cooperate community projects, infrastructure and other social affairs					
28	Encourage its employees to engage in community volunteer programs					
29	Financially support activities (arts, culture, sports) in the communities /sponsorship/					

30	Employee from local community by giving priority					
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If you have anything that is important for this study please describe in the space provided below

Thank you for completing the questionnaire and your participation in this study is very much appreciated.



ኅንደር ዩኒቨርሲቲ

ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

ቱሪዝም ማነጅመንት ትምህርት ክፍል

ለሆቴል ሰራተኞች የተዘጋጀ መረጃ መሰብሰቢያ

ውድ የጥናቱ ተሳታፊዎች፡

የዚህ መጠይቅ ዋና አላማ በኅንደር ከተማ ውስጥ ያሉ ደረጃ አንድ ሆቴሎች ማህበራዊ ሃላፊነት እንቅስቃሴዎችና ችግሮቻቸው በሚል መሰርት ላይ ያደረገ ሲሆን፤ በዚህም መሰረት ለእርሶ መጠይቁ የተዘጋጀበትም አላማ ከማህበራዊ ሃላፊነት ጋር የተያያዘ ነው፡፡ የሚሰጡትም መረጃ ለኔ ለሁለተኛ ዲግሪ(ማስተርስ) ማሙያ እንደ ዋና ግብዓት የሚያገለግል ሲሆን ከዚህ በታች የተዘረዘሩትን ጥያቄዎች በመመለስ እንዲተባበሩኝ በትህትና እጠይቃለሁ፡፡

ከዚህም ጋር በተያያዘ ላርጋጥለዎ የምፈልገው ነገር ጥናቱ ትምህርታዊ ሲሆን ሚስጥራዊነቱም የተጠበቀ ነው፤ በጥናቱ ውጤት ላይም ምንም አይነት ግለሰባዊ መረጃ (ስም፣ ያታ...) አይቀመጥም፡፡ ከርሶ የተሰበሰበውም መረጃ በጥናቱ ውጤት ላይ ሲቀመጥ በጥቅል እንጅ በተናጠል አይደለም፡፡ የሚሰሩበትም ሆቴል ስም በጥናቱ ላይ አይቀመጥም፡፡

ጥያቄዎቼን ለመመለስ የሚፈጂበዎት ጊዜ ቢበዛ 20 ደቂቃ ነው፡፡

ለጥናቱ መሳካት ለሚያደርጉልኝ ትብብር በቅድሚያ ከልብ አመሰግናለሁ፡፡

ማንኛውም አይነት ጥያቄ ወይም አስተያየት ቢኖርዎት በሚከተለው አድራሻ ማግኘት ይችላሉ፤

የጥናቱ አጥኝ ፣ ተስፋዬ ፈንታዉ ስልክ፡ 0920437988

ኢሜል አድራሻ፡ tesfish064701@gmail.com

አማካሪዎች ፡ ፋንታየ ካሳ (ረዳት ፕሮፌሰር) (ዋና አማካሪ) ፣ ስልክ ቁጥር፡ 0911873635

ስለሺግርማ(ረዳት አማካሪ) ስልክ ቁጥር፡ 0911814407

ክፍል አንድ፡ የጠቅላላ መረጃ

መመሪያ አንድ፡ እባክዎን በክቡ ውስጥ “X” ምልክት በማድረግ ይመልሱ

1. ፆታ ወንድ ☐ ሴት ☐

2. እድሜ

ከ18 እስከ 25 ዓመት ☐

ከ 42 እስከ 49 ዓመት ☐

ከ 26 እስከ 33 ዓመት ☐

ከ 50 ዓመት በላይ ☐

ከ 34 እስከ 41 ዓመት ☐

3. በሆቴሉ የስራ ቆይታ ጊዜ

ከ 1 እስከ 5 ዓመት ☐

ከ 6 እስከ 10 ዓመት ☐

ከ 11 እስከ 15 ዓመት ☐

ከ16 ዓመት በላይ ☐

ክፍል ሁለት፡ የመረጃ ጥያቄዎች

መመሪያ ሁለት፡

ከዚህ በታች በሰንጠረዥ ውስጥ ያሉትን ጥያቄዎች/መገለጫዎች በጥሞና ካነበቡ በሁዋላ በተቀመጠው ሰንጠረዥ ውስጥ “X” ምልክት በማስቀመጥ መስማማትና አለመስማማትዎን ይግለፁ (ማሳሰቢያ፡ ለ አንድ ጥያቄ መልስ መስጠት የሚችሉት አንድ ብቻ ነው)፡፡

ቁ ጥ ር	ጥያቄዎች/መገለጫዎች	በጭራሽ አልስማማም	አልስማማም	እርግጠኛ አይደለሁም	እስማማለሁ	በጣም እስማማለሁ
1	በዚህ ሆቴል አስተዳደራዊ አሰራሮችና ውሳኔዎች ግልፅና ለመረዳት ቀላል ናቸው					
2	በዚህ ሆቴል ለሰራተኞች የብቃት ማሻሻያ ስልጠናዎች ይሠጣሉ					
3	በዚህ ሆቴል ለሰራተኞች የስራ እድገት(promotion) የማግኘት ዕድል አለ					
4	በዚህ ሆቴል የፆታ እኩልነት በአግባቡ ይተገበራል					
5	በዚህ ሆቴል ሰራተኛ ቢታመም ወይም በመጠልድ ምክንያት በቂ ፍቃድ በነፃነት ጠይቆ የማግኘት እድል አለ					
6	ይህ ሆቴል የግል እና የስራ ህይወትን ለማጣጣም ይሰራል(ለምሳሌ፡ ምቹና የፈረቃ ስራ ሰዓት)					
7	በዚህ ሆቴል የስራ አካባቢ፣ በመረዳዳት፣ በመደጋገፍና በመተሳሰብ ላይ የተመሰረተ ነው					
8	በዚህ ሆቴል የስራ ቅጥር ሁኔታው የረጅም ጊዜ ዋስትና አለው					
9	በዚህ ሆቴል ለሰራተኞች ጤና እና ደህንነት(safety እና security) በስራቸው ላይ እንዳገኙ ድጋፍ ይደረጋል					
10	በዚህ ሆቴል ከሚሰራው ስራ ጋር ተመጣጣኝ የሆነ የደሞዝ ክፍያ(salary) ስርዓት አለ					
11	በዚህ ሆቴል የማበረታቻ ሽልማት(reward) ስርዓት አለ					
12	ይህ ሆቴል ሃይል(energy) ቁጠባ ላይ ይሰራል(ለምሳሌ፡ የመብራት አጠቃቀም፣ ሐይል የሚቆጥቡ መሳሪያዎችን መጠቀም)					
13	ይህ ሆቴል ተረፈ ምርቶችን፣ ቆሻሻዎችን ይቆጣጠራል(waste management) ለምሳሌ ከምግብ ዝግጅት ክፍል የሚወጡ ቆሻሻዎችን					

	ያጠራቅማል በወቅቱ ያስወግዳል					
14	ይህ ሆቴል በአካባቢያዊ (enviromental) ጉዳዮች ላይ ይሳተፋል(ለምሳሌ፡አረንጓዴ ልማት ትግበራ..)					
15	ይህ ሆቴል ለባለ ድርሻ አካላት(stakeholders) አካባቢያዊ መረጃዎች ይሰጣል					
16	ይህ ሆቴል በማንኛውም የስራ እንቅስቃሴው ውሃ በአግባቡ ይጠቀማል					
17	ይህ ሆቴል ለደንበኞቹ (customers) ትክክለኛ፣ ተጓማኝ እና ጠቃሚ የሆኑ መረጃዎችን (information) ይሰጣል					
18	ይህ ሆቴል ለደንበኞቹ (customers) ጤናማ(healthy) ጥንቃቄ የተሞላባቸው ምርት (safe product) ያቀርባል					
19	ይህ ሆቴል ለደንበኞች የአገልግሎት ድጋፍ (service support) እንዳገኙ እገዛ ያደርጋል					
20	ይህ ሆቴል የደንበኞቹን የአገልግሎት(service) እና የምርት(product) ቅሬታዎችን በጊዜው ይፈታል					
21	ይህ ሆቴል የደንበኞችን መረጃ (data) እና ከሚረብሹ ነገሮች(privacy)ይጠብቃል					
22	ይህ ሆቴል ለግብዓት አቅራቢዎች(suppliers) ስለ ማህበረሰባዊና አካባቢያዊ ጉዳዮች ትምህርት ይሰጣል					
23	ይህ ሆቴል በአካባቢው ካሉ ግብዓት አቅራቢዎች(suppliers) ይገዛል					
24	ይህ ሆቴል ለአነስተኛ እና መካከለኛ ኢንተርፕራይዞች እንዲሁም ማህበራት ግብዓት እንዳቀርቡ ያበረታታል					
25	ይህ ሆቴል ለአካባቢው ማህበረሰብ የገንዘብ እርዳታ ያደርጋል					
26	ይህ ሆቴል ለአካባቢው ማህበረሰብ የቁሳቁስ እርዳታ ያደርጋል					
27	ይህ ሆቴል ለአካባቢው ማህበረሰብ በሚጠቅሙ ማህበረሰብ አቀፍ ፕሮጀክቶች፣ የመሰረተ ልማት ስራዎች እና ሌሎች ማህበራዊ ጉዳዮች ላይ ይሳተፋል					
28	ይህ ሆቴል በማህበረሰብ አቀፍ በጎ ፈቃደኝነት (volunteer) ስራዎች ላይ ሰራተኞቹ እንደሳተፉ ያበረታታል					

29	ይህ ሆቴል የጥበብ ስራዎችን(Arts)፣ ስፖርታዊ ክንዋኔዎችን፣ ባህላዊ ጉዳዮችን ድጋፍ እና ስፖንሰር ያደርጋል					
30	ይህ ሆቴል ሰራተኞችን የሚቀጥረው ለአካባቢዉ ማህበረሰብ ቅድሚያ በመስጠት ነው					

እባክዎን ለዚህ ጥናት ይጠቅማሉ ብለው የሚያስቡት ሃሳብ ካለዎት ቢፅፉልኝ

ለዚህ ጥናት ተሳታፊ በመሆንዎ እጂግ በጣም አመሰግናለሁ



ጎንደር ዩኒቨርሲቲ

ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

ቱሪዝም ማነጅመንት ትምህርት ክፍል

ለሎጂ ሰራተኞች የተዘጋጀ መረጃ መሰብሰቢያ

ውድ የጥናቱ ተሳታፊዎች፡

የዚህ መጠይቅ ዋና አላማ በጎንደር ከተማ ዉስጥ ያሉ ደረጃ አንድ ሆቴሎችና ሎጂዎች ማህበራዊ ሃላፊነት እንቅስቃሴዎችና ችግሮቻቸው በሚል መሰርት ላይ ያደረገ ሲሆን፤ በዚህም መሰረት ለእርሶ መጠይቁ የተዘጋጀበትም አላማ ከማህበራዊ ሃላፊነት ጋር የተያያዘ ነው፡፡ የሚሰጡትም መረጃ ለኔ ለሁለተኛ (ማስተርስ) ዲግሪ ማሙያ እንደ ዋና ግብዓት የሚያገለግል ሲሆን ከዚህ በታች የተዘረዘሩትን ጥያቄዎች በመመለስ እንዲተባበሩኝ በትህትና እጠይቃለሁ፡፡

ከዚህም ጋር በተያያዘ ላርጋጥለዎ የምፈልገው ነገር ጥናቱ ትምህርታዊ ሲሆን ሚስጥራዊነቱም የተጠበቀ ነው፤ በጥናቱ ዉጤት ላይም ምንም አይነት ግለሰባዊ መረጃ (ስም፣ ያታ...) አይቀመጥም፡፡ ከርሶ የተሰበሰበውም መረጃ በጥናቱ ውጤት ላይ ሲቀመጥ በጥቅል እንጅ በተናጠል አይደለም፡፡ የሚሰሩበትም ሎጂ ስም በጥናቱ ላይ አይቀመጥም፡፡

ጥያቄዎቼን ለመመለስ የሚፈጃበዎት ጊዜ ቢበዛ 20 ደቂቃ ነው፡፡

ለጥናቱ መሳካት ለሚያደርጉልኝ ትብብር በቅድሚያ ከልብ አመሰግናለሁ፡፡

ማንኛውም አይነት ጥያቄ ወይም አስተያየት ቢኖርዎት በሚከተለዉ አድራሻ ማግኘት ይችላሉ፡፡

የጥናቱ አጥኝ ፣ ተስፋዬ ፈንታዉ **ስልክ፡** 0920437988

ኢሜል አድራሻ፡ tesfish064701@gmail.com

አማካሪዎች ፡ ፋንታየ ካሳ (ረዳት ፕሮፌሰር) (ዋና አማካሪ)፤ ስልክ ቁጥር፡ 0911873635

ስለሺግርማ(ረዳት-አማካሪ)ስልክቁጥር፡0911814407

ክፍል አንድ፡ የጠቅላላ መረጃ

መመሪያ አንድ፡ እባክዎን በክቡ ውስጥ “X” ምልክት በማድረግ ይመልሱ

1. ፆታ ወንድ ☐ ሴት ☐

2. እድሜ

ከ18 እስከ 25 ዓመት ☐

ከ 42 እስከ 49 ዓመት ☐

ከ 26 እስከ 33 ዓመት ☐

ከ 50 ዓመት በላይ ☐

ከ 34 እስከ 41 ዓመት ☐

3. በሎጂው የሰራ ቆይታ ጊዜ

ከ 1 እስከ 5 ዓመት ☐

ከ 6 እስከ 10 ዓመት ☐

ከ 11 እስከ 15 ዓመት ☐

ከ16 ዓመት በላይ ☐

ክፍል ሁለት፡ የመረጃ ጥያቄዎች

መመሪያ ሁለት፡

ከዚህ በታች በሰንጠረዥ ውስጥ ያሉትን ጥያቄዎች/መገለጫዎች በጥሞና ካነበቡ በሁዋላ በተቀመጠው ሰንጠረዥ ውስጥ “X” ምልክት በማስቀመጥ መስማማትና አለመስማማትዎን ይግለፁ (ማሳሰቢያ፡ ለ አንድ ጥያቄ መልስ መስጠት የሚችሉት አንድ ብቻ ነው)፡፡

ቁ ጥ ር	ጥያቄዎች/ መገለጫዎች	በጭራሽ አልስማማም	አልስማማም	እርግጠኛ አይደለሁም	እስማማለሁ	በጣም እስማማለሁ
1	በዚህ ሎጂ አስተዳደራዊ አሰራሮችና ውሳኔዎች ግልፅና ለመረዳት ቀላል ናቸው					
2	በዚህ ሎጂ ለሰራተኞች የብቃት ማሻሻያ ስልጠናዎች ይሠጣሉ					
3	በዚህ ሎጂ ለሰራተኞች የስራ እድገት(promotion) የማግኘት ዕድል አለ					
4	በዚህ ሎጂ የጾታ እኩልነት በአግባቡ ይተገበራል					
5	በዚህ ሎጂ ሰራተኛ ቢታመም ወይም በመጠልድ ምክንያት በቂ ፍቃድ በነፃነት ጠይቆ የማግኘት እድል አለ					
6	ይህ ሎጂ የግል እና የስራ ህይወትን ለማጣጣም ይሰራል(ለምሳሌ፡ ምቹና የፈረቃ ስራ ሰዓት)					
7	በዚህ ሎጂ የስራ አካባቢዉ በመረዳዳት፣በመደጋገፍና በመተሳሰብ ላይ የተመሰረተ ነው					
8	በዚህ ሎጂ የስራ ቅጥር ሁኔታው የረጅም ጊዜ ዋስትና አለው					
9	በዚህ ሎጂ ለሰራተኞች ጤና እና ደህንነት(safety እና security) በስራችው ላይ እንዲገኙ ድጋፍ ይደረጋል					
10	በዚህ ሎጂ ከሚሰራው ስራ ጋር ተመጣጣኝ የሆነ የደሞዝ ክፍያ(salary) ስርዓት አለ					
11	በዚህ ሎጂ የማበረታቻ ሽልማት(reward) ስርዓት አለ					
12	ይህ ሎጂ ሃይል(energy) ቁጠባ ላይ ይሰራል(ለምሳሌ፡ የመብራት አጠቃቀም፣ ሐይል የሚቆጥቡ መሳሪያዎችን መጠቀም)					
13	ይህ ሎጂ ተረፈ ምርቶችን፣ ቆሻሻዎችን ይቆጣጠራል(waste management)ለምሳሌ ከምግብ					

	ዝግጅት ክፍል የሚወጡ ቆሻሻዎችን ያጠራቅማል					
14	ይህ ሎጂ በአካባቢያዊ (enviromental) ጉዳዮች ላይ ይሳተፋል(ለምሳሌ፡አረንጓዴ ልማት ትግበራ...)					
15	ይህ ሎጂ ለባለ ድርሻ አካላት(stakeholders) አካባቢያዊ መረጃዎች ይሰጣል					
16	ይህ ሎጂ በማንኛውም የስራ እንቅስቃሴው ዉሃ በአግባቡ ይጠቀማል					
17	ይህ ሎጂ ለደንበኞቹ (customers) ትክክለኛ፣ ተዓማኝ እና ጠቃሚ የሆኑ መረጃዎችን (information) ይሰጣል					
18	ይህ ሎጂ ለደንበኞቹ (customers) ጤናማ(healthy) ጥንቃቄ የተሞላባቸዉ ምርት (safe product) ያቀርባል					
19	ይህ ሎጂ ለደንበኞች የአገልግሎት ድጋፍ (service support) እንዳገኙ እገዛ ያደርጋል					
20	ይህ ሎጂ የደንበኞቹን የአገልግሎት(service) እና የምርት(product) ቅሬታዎችን በጊዜው ይፈታል					
21	ይህ ሎጂ የደንበኞችን መረጃ (data) እና ከሚረብሹ ነገሮች(privacy)ይጠብቃል					
22	ይህ ሎጂ ለግብዓት አቅራቢዎቹ(suppliers) ስለ ማህበረሰባዊና አካባቢያዊ ጉዳዮች ትምህርት ይሰጣል					
23	ይህ ሎጂ በአካባቢው ካሉ ግብዓት አቅራቢዎች(suppliers) ይገዛል					
24	ይህ ሎጂ ለአነስተኛ እና መካከለኛ ኢንተርፕራይዞች እንዲሁም ማህበራት ግብዓት እንዳቀርቡ ያበረታታል					
25	ይህ ሎጂ ለአካባቢዉ ማህበረሰብ የገንዘብ እርዳታ ያደርጋል					
26	ይህ ሎጂ ለአካባቢዉ ማህበረሰብ የቁሳቁስ እርዳታ ያደርጋል					
27	ይህ ሎጂ ለአካባቢዉ ማህበረሰብ በሚጠቅሙ ማህበረሰብ አቀፍ ፕሮጀክቶች፣ የመሰረተ ልማት ስራዎች እና ሌሎች ማህበራዊ ጉዳዮች ላይ ይሳተፋል					
28	ይህ ሎጂ በማህበረሰብ አቀፍ በጎ ፈቃደኝነት (volunteer) ስራዎች ላይ ሰራተኞቹ እንድሳተፉ ያበረታታል					

29	ይህ ሎጂ የጥበብ ስራዎችን(Arts)፣ ስፖርታዊ ክንዋኔዎችን፣ ባህላዊ ጉዳዮችን ድጋፍ እና ስፖንሰር ያደርጋል					
30	ይህ ሎጂ ሰራተኞችን የሚቀጥረው ለአካባቢዉ ማህበረሰብ ቅድሚያ በመስጠት ነው					

እባክዎን ለዚህ ጥናት ይጠቅማሉ ብለው የሚያስቡት ሃሳብ ካለዎት ቢፅፉልኝ

ለዚህ ጥናት ተሳታፊ በመሆንዎ እጁን በጣም አመሰግናለሁ

Appendix II: Interview guide



College of business and economics

Department of Tourism management

Postgraduate program in tourism and heritage management

Interview guide with the managers of the hotels

Section I: Introduction

Thank you for the possibility to interview

Read and discuss the following confidentiality agreement

My name is Tesfaye Fentaw and I am a student of master's degree in tourism and heritage management program in University of Gondar, Ethiopia. As part of my final thesis studies, I am conducting research on the practices and challenges Corporate Social Responsibility in first level hotels in Gondar city. The academic advisor for this research is Fantaye Kassa, an assistance professor, University of Gondar marketing department in college of Business economics.

The purpose of this research is to identify the current CSR practices and the challenges that face the first level hotels to participate in CSR in Gondar city case study.

Each interview will take between 30 minutes to one hour of your time

Responsibilities of the researcher: To ensure the confidentiality of the information provided by you during the interview, your name, your hotel name and other identifying information will not be attached in the result of the study. Your name and your hotel will only be used to identify the number of interviews held for this research and communication between you and me during interview session.

The research findings may be submitted for publication. No personal data will be used in this research. All information collected will be presented as overall data. In the final research report, the participating organizations will only be referred to as cases with numbers as a

sample. The results of the research will be made available to interested parties in final thesis format through university of Gondar library.

Responsibilities of the participant: The only requirement of you as part of this research, should you agree to participate, is a commitment of time and willingness to share your opinions about the research topic. There are no predictable risks or discomforts involved for you in this research.

Inquiries: If you have any questions, please feel free to contact us any time

Researcher

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Advisor

Mr. Fantaye Kassa (Associate professor)

PhD candidate (student)

Instructor and researcher in university of
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Email: Mekoya2012@yahoo.com

Date of the interview:	
Place:	
Interviewee:	
Ownership:	
Business operated	

Section II: CSR conception

1. Could you tell me about how you understand CSR from your business perspective?

Topics to discuss:

- How do you understand CSR in business perspectives?
- Do you think it has a connection with hotel industry?

Section III: CSR practices

Topic to be discussed

A. Community related CSR issues

Does your hotel have involved in the following CSR activities in related to community and have a policy statement or code of ethics

1. Does your hotel support and sponsor charities for community development project? it has how much it allocated and can you tell me the amount your hotel donate
2. Does the hotel involve in community oriented and cultural development programs can you tell me an example
3. Does your hotel support and engage in infrastructural development projects like water, road and electricity facility development to the local. Can you tell me as an examples
4. Can you list and give other community related best practices in your hotel related with social responsibility

B. Employee related issues

1. Does your hotel support the employees to develop their skill through training?
You have an allocated budget for this to support

2. Is there any association of employees in your hotel and have a policy or support them to establish their own association
3. They paid the fair salary what they work in related to the scale of the country, Ethiopian context,
4. Is there a habit and practice to consult the employees in important issues(environmental, suppliers and customers policy development issues ...
5. There is policy and support the employees safety and health related best practices
6. Support them when they are sick and other personal problem...
7. Is there an equal opportunity statement and implementation plans
8. Is there a statement of normal working hours, maximum overtime and fair wage structure?
9. Can you list and give the CSR practices in your hotel related with the employees of your hotel?

C. Environmental issues

1. What are the best practices in this hotel during your time as a manager in related to the environmental protection? In related with
 - waste management, give an example
 - water saving,
 - reuse program, example
 - greening issues, where and give me some example your hotel involved
 - energy conservation like light usage replacement of energy saving light bulbs,
 - Education of customers, employees. Suppliers, and local communities in environmental issues,
 - support any environmentalist group or NGOs
 - ✓ And your hotel has a policy or guide line in related to the environment
2. To generalize the environmental related CSR practices can you give the best practices in your hotel besides the above listed practices?

D. Suppliers and customers related issues:

1. What things considered during your purchasing for the hotel consumption?
2. Is the product purchased from the local suppliers
3. The products that are used or consumed is healthy for the customers

4. Solve complains timely
5. Can you add other best practices in your hotel that are related with your suppliers and customers

Section IV:

Obstacles and motives to practice CSR activities in this hotel /lodges

Topic to be discussed

- Do you have any concrete examples of problems you had encountered, or you are facing?
- Well your establishment takes and involve in the listed CSR activities even with several obstacles faced. Therefore, what is the motive to be participated in these practices
- What factors do you think can help to solve these barriers? In your opinion, what are the most relevant factors for the development of CSR?
- Do you have any further comments about the issues of corporate social responsibility practices in hotel sector?

Thanks for your time and ideas sharing



ጎንደር ዩኒቨርሲቲ

ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

ቱሪዝም ማነጀመንት ትምህርት ክፍል

ለሆቴል ማነጀር ቃለ መጠይቅ መምሪያ

ክፍል አንድ፡ መነሻ

በቅድሚያ ለዚህ ቃለ መጠይቅ ፈቃደኛ ስለሆኑ በጣም አመሰግናለሁ

በቅድሚያ ስሜ ተስፋዬ ፈንታወ ይባላል፤ የሁለተኛ ድግሪ የቱሪዝም ማነጀመንት ተማሪ ስሆን፡፡ ስለዚህም ለመመረቂያ ፅሁፍ ይሆነኝ ዘንድ መመረቂያ ፅሁፉን የምሰራው ጎንደር ከተማ ውስጥ ያሉ አንደኛ ደረጃ ሆቴሎች ማህበራዊ ሃላፊነትና ችግሮቻቸው በሚል ርእስ ላይ ሲሆን፤ የዚህ መመረቂያ ፅሁፍም አማካሪዎች ፋንታየ ካሳ፤ በጎንደር ዩኒቨርሲቲ ማርኬቲንግ ትምህርት ክፍል ረዳት ፕሮፌሰርና ተመራማሪ ሲሆኑ ምክትል አማካሪወ ደግሞ ስለሺ ግርማ ፤ በቱሪዝም ማነጀመንት ትምህርት ክፍል አስተማሪና ተመራማሪ ናቸው፡፡

የዚህ ጥናት ዋና አላማወም በጎንደር ከተማ ውስጥ ያሉ አንደኛ ደረጃ ሆቴሎች ማህበራዊ ሃላፊነት እንቅስቃሴዎችና ችግሮቻቸውን መለየት ነው፡፡ ይህን ቃለ መጠይቅ ለማጠናቀቅ ከ30 ደቂቃ እስከ 1 ሰአት ይፍጃል፡፡

የጥናቱ አጥኝ ሐላፊነት

የሆቴልዎ ስም፤ የርስዎ ስም እና እንድሁም ሌሎች ግለሰባዊ ማንነትን የሚገልጹ ነገሮች በጥናቱ ውጤት ላይ አይቀመጡም፡፡ ይህም የሚደርግበት ምክንያት የመረጃውን ምስጢራዊነት ለመጠበቅ ነው፡፡ በዚህ ጥናት ላይም ስመዎን እና የሆቴልዎን ስም የምጠቀመው ምን ያክል ሆቴሎች ቃለ መጠይቅ መደረጋቸው እና ለርሶና ለኔ መግባቢያ ብቻ ነው፡፡

ምናልባት የዚህ ጥናት ውጤት ለመታተም ሊቀርብ ይችላል፤ ለመታተም ሲቀርብ ግን ማንኛውም ማንነትን የሚገልፅ ነገር አይቀመጥም፤ መረጃውም የሚተነተነው በጥቅል ሲሆን በተናጠል የሚተነተንበት ምንም አይነት ሙከራ አይደርግም ነገር ግን በጥናቱ የተካተቱት ሆቴሎች ቁጥር ብቻ ይቀመጣሉ፡፡ በመጨረሻም የጥናቱ ውጤት በጎንደር ዩኒቨርሲቲ ቤተ መፃህፍት የመጨረሻ የጥናት ውጤት ሆኖ ለማንኛውም ተጠቃሚ እንደ መረጃና የጥናት ውጤት መልክ ይቀመጣል፡፡

የቃለ መጠይቁ ተሳታፊ ሃላፊነት፡ ከርሶ የሚጠበቀው ብቸኛ ነገር ቢኖር ለዚህ ጥናት መሳካት ለቃለ መጠይቁ ጊዜዎን እና ሐሳብዎን ለማካፈል ፈቃደኛ መሆንዎ ብቻ

ነው። በዚህም ዋናት ተሳታፊ በመሆንም ምንም አይነት ጉዳትና ችግር እንደሌለ አረጋግጣለሁ።

ጥያቄ፡ ምንም አይነት ጥያቄ እና አስተያየት ካለዎት በነፃነት በማንኛውም ሰዓት በሚከተሉት አደረሻዎች መረጃ ማግኘት ይችላሉ።

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ተማሪ

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ተመራማሪ

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ቃለመጠይቁ የተካሄደበት ቀንና ሰዓት	
ቦታ	
ተጠያቂ	
የሆቴሉ ንብረትነት	
ሆቴሉ ስራ የጀመረበት ጊዜ	

ክፍል ሁለት፡ ማህበራዊ ሃላፊነት ስለመርዳት

በድጋሜ ውድ ሰዓትዎን ሰውተው ለቃለ መጠይቁ ፈቃደኛ ስለሆኑ አመሰግናለሁ

በቃለ መጠይቁ ሊካተቱ የሚገባቸው ጉዳዮች

- ለመነሻ ያክለ ማህበራዊ ሃላፊነት ማለት ምን ማለት ነው? በእርስዎ ቢስነስ እይታ
- እንደው ከሆቴል ኢነዱስትሪ ጋር ግንኙነት አለው ይላሉ? እድት?

ክፍል ሦስት፡ ማህበራዊ ሃላፊነት እንቅስቃሴዎች

ከአካባቢው ማህበረሰብ ጋር የተያያዙ ጉዳዮች

- ሆቴልዎ በበጎ አድራጎት ስራዎች ላይ የሚሰሩ ድርጅቶችን፣ ፕሮጀክቶችን ይደጋፋሉ ስፖንሰር ያደርጋሉ በገንዘብ የሚለካ ከሆነ ቢገልጹልኝ
- ሆቴልዎ ለአካባቢው ማህበረሰብ የሚጠቅሙ ፕሮግራሞች ላይ ይሳትፋል ለጥበብ እድገት ከሚሰሩ ሰዎችና ድርጅቶች ጋር አብሮው ይሰራሉ
- ሆቴልዎ ለመሰረተ ልማት ስራዎች ላይ ከባለ ድርሻ አካላት ጋር አብሮ ይሰራል ለምሳሌ ለውሃ፣ ለመብራት፣ ለመንገድ መሰረተ ልማቶች ድጋፍ በማድረግ ወይም በራስዎ ተነሳሽነት ይሰራሉ፡፡ ምሳሌ ቢሰጡኝ
- ❖ ከዚህ በተጨማሪ በሆቴልዎ ለአካባቢው ማህበረሰብ የሚሰሩዎቸው የሰሩዎቸው ስራዎች ካሉ ቢገልጹልኝ ማህበራዊ ሃላፊነትን የሚያንፀባርኩ

ከሰራተኞች ጋር የተያያዙ ነገሮች

- ሆቴልዎ ለሰራተኞቹ ብቃታቸውን(skill) እንዳሳዲጉ ስልጠና የሚያገኙበት መንገድ አለ ስልጠናውንም እንዳገኙ ያግዛቸዋል፤ ለዚህ ማስፈጸሚያ የሚመደቡት የመደቡት በጅት ካለ ለምን የክለ ጊዜ ስልጠናዎች ይሰጣሉ
- ሰራተኞችዎ ከሚሰሩት ስራ ጋር ተመጣጣኝ የሆነ ክፍያ ያገኛሉ ብለው ያምናሉ፡ ከሃገሪቱ የደሞዝ ክፍያ አንፃር
- ከስራ ሰዓት ጋር በተያያዘ፤ ከፍተኛ የስራ ሰዓት፤ እንድሁም ሪዋርድ ጋር በተያያዘ ከሰራተኞች እድገት ጋር ተያያይዞ ሆቴልዎ ይሰራል
- በሆቴልዎ ውስጥ በአንዳንድ ጉዳዮች ላይ ሰራተኞችን ያማክራል (ከማህበረሰብ አገልግሎት፤ ክላካባቢያዊ ፣ ከደንበኞች ጋር በተያያዘ)
- የሰራተኞችን ደህንነትና ጤና በተመለከተ በሆቴልዎ ፖሊሲ አለው እና እነድሁም እገዛዎች ይደርጋሉ በስራቸው ላይ
- ሰራተኞች ቢታመሙ ወይም ሌሎች ግልሰባዊ ችግር ቢያጋጥማቸው ሆቴልዎ እገዛ ያደርግላቸዋል
- ከፆታ እኩልነት ጋር በተያያዘ
 - ❖ ከዚህ በተጨማሪ በሆቴልዎ ለሰራተኞቻቸው የሚሰሩዋቸው የሰሩዋቸው ጥሩ ተሞክሮዎችና ስራዎች ካሉ ቢገልፁልኝ ማህበራዊ ሃላፊነትን የሚያንፀባርኩ

አካባቢያዊ ጉዳዮች (Environmental issues)

- በአካባቢያዊ ጉዳዮች ጋር በተያያዘ መልካም ስራዎች ናቸው ብለው የሚጠቅሱዋቸው ስራዎች ካሉ
- ለምሳሌ፡**
- ተረፈ ምርቶችና ቆሻሻ ቁጥጥር (waste management) ለምሳሌ ቢገልጹልኝ
- ውሃ ቁጠባ (water saving)
- እንድገና ከመጠቀም ጋር በተያያዘ (reuse program) ለምሳሌ ቢገልጹልኝ
- አረንጓዴ ልማት ፣ ችግኝ ተከላ (greening issues) ለምሳሌ ----
- ሐይል ማኔጅመንት(ከመብራት አጠቃቀም...) energy conservation like light usage፤ replacement of energy saving light bulbs)
- ስል አካባቢያዊ ጉዳዮችና አጠቃቀም ለሰራተኞች፤ ለደንበኞች፤ ለአካባቢው ማህበረሰብ፤ ለአቅራቢዎች ትምህርት ይሰጣሉ

(Education of customers, employees. Suppliers, and local communities in environmental issues)

➤ ከዚህም ጋር በተያያዘ ሆቴልዎ መመሪያ ፖሊሲ አለው ለአካባቢያዊ ጉዳዮች

❖ ከዚህ በተጨማሪ በሆቴልዎ አካባቢያዊ ጉዳዮች የሚሰሩዎቸው የሰሩዎቸው ስራዎች ካሉ ቢገልፁልኝ ማህበራዊ ሃላፊነትን የሚያንፀባርቁ

ከአቅራቢዎችና ድንበኞች ጋር የተያያዙ ጉዳዮች

➤ ሆቴሉ ሲገዛ ግምት ውስጥ የሚያስገባቸው ነገሮች ለምሳሌ ከዋጋ ከአካባቢያዊ ጉዳዮች ጋር የተያያዘ

➤ ሆቴልዎ ከአካባቢዉ ካሉ ማንኛውም አቅራቢዎች ይገዛል፤ አግባብ ያለው የገበያ ውድድር ያደርጋል.

➤ ለደንበኞቹ ሆቴልዎ ትክክለኛ ተአማኝነት ያለቸው መረጃዎችን ይሰጣል

➤ ጤናማ የሆኑ ምግቦች ናቸው በሆቴልዎ የሚቀርቡት

➤ ቅሬታዎችን በጊዜው ይፍታል ሆቴልዎ በማንኛውም ሰአት

➤ ማህበራዊ ሃላፊነታቸውን እንድወጡ ለአቅራቢዎቻቸው፣ ለደንበኞቻቸው ትመህርት ይሰጡዎቸዋል

❖ ከዚህ በተጨማሪ በሆቴልዎ ለደንበኞችና ለአቅራቢዎች የሚሰሩዎቸው የሰሩዎቸው ስራዎች ካሉ ቢገልፁልኝ

ማህበራዊ ሃላፊነትን ለማከናወን እንደ ችግር እና መሰናክል ሊሆኑ ይችላሉ ብለው የሚያስቡዎቸው ካሉ

➤ የርስዎ ሆቴል ለመስራት ተነስቶ እንዳይሰራ ያገደው ችግር ካለ ቢገልፁልኝ

➤ መልካም እንግድህ ከላይ ለማየት ካሰብናቸው ማህበራዊ ስራዎች ውስጥ ሰረተናለ ምንም እንኳን ችግሮች ቢኖሩም በነዚህ ችግሮች መካከል አልፎ ሆቴልዎ/ሎጂዎ እንድስራ ያነሳሳው ነገር ምን ይሆናል ብለው ያምናሉ

➤ እነዚህንን ከላይ የገለትጥናቸውን ችግሮች ለመፍታት እንደ መፍትሄ ይሆናሉ የሚሉት ካለ ቢገልፁልኝ

❖ ለማጠቃለል ያክል በመጨረሻ የሚሉት ካለ

